

THE OHIO STATE UNIVERSITY  
OFFICIAL PROCEEDINGS OF THE  
ONE THOUSAND THREE HUNDRED AND FORTY-FOURTH MEETING  
OF THE BOARD OF TRUSTEES

Columbus, Ohio, July 10, 1998

The Board of Trustees met at its regular monthly meeting on Friday, July 10, 1998, at The Ohio State University Fawcett Center for Tomorrow, Columbus, Ohio, pursuant to adjournment.

\*\*

\*\*

\*\*

Minutes of the last meeting were approved.

\*\*

\*\*

\*\*

July 10, 1998 meeting, Board of Trustees

The Chairman, Mr. Celeste, called the meeting of the Board of Trustees to order on July 10, 1998, at 11:10 a.m. He requested the Secretary to call the roll.

Present: Theodore S. Celeste, Chairman, Michael F. Colley, George A. Skestos, David L. Brennan, James F. Patterson, Zuheir Sofia, Tamala Longaberger, Daniel M. Slane, Robert M. Duncan, Soraya Rofagha, and Allyson Lowe. Fred L. Dailey, Director of the Ohio Department of Agriculture, was also in attendance.

--0--

## **PRESIDENT'S REPORT**

Mr. Celeste:

First and foremost, I would like to welcome President Kirwan. We are delighted, Brit, that you are officially on board here and have hit the ground running. As your first official duty at this Board meeting, we would like to hear your report.

President William E. Kirwan:

Thank you very much. Mr. Chairman, members of the Board, and ladies and gentlemen, this is a moment I have looked forward to ever since January 5, when I was announced as the 12th president of The Ohio State University. My tenure as president is no longer something to be thought of in the future tense. It has arrived.

Patty and I have received an extraordinary welcome from the University, community, the City of Columbus, and indeed, from the State of Ohio. Chairman Celeste, Mayor Lashutka, Trustees Judge Duncan and Allyson Lowe, the Men's Glee Club, and more than 100 of my new colleagues were on hand to greet me when I drove up to Bricker Hall on my first day. Of course, I couldn't find a place to park -- but that is a story for another day! Governor Voinovich and other state leaders called to welcome Patty and me, and wish us well.

Since that first day, we've been invited by the Mayor of Columbus to Red, White, and Boom, and by the Mayor of Bexley to ride in the Fourth of July parade. We've been asked to go out to dinner; to be members of several prestigious civic organizations; to attend Picnic with the Pops; and to many other special events.

Remarkably, in just twelve days, we have been made to feel part of this community. We are deeply touched by the kindness and warmth of our reception by the Trustees, the faculty, the staff, and students -- quite frankly, by everyone we have come in contact with since arriving in Columbus.

The warmth and graciousness of this community and the outpouring of support have only strengthened our resolve to do everything we can to justify the enormous honor you -- the Trustees -- have bestowed on us by asking us to serve as President and President's spouse for this great University.

In this vein, I want to take the opportunity of my first Trustees meeting to share with the Board and others in the University family some initial thoughts about the priorities I want to pursue and the issues I would like for us to address in the months and years ahead.

It is important that I stress the word "initial," because setting priorities and developing plans and strategies to address these priorities is not a solo performance. To be meaningful for the University, priorities must reflect the shared aspirations of the Trustees, deans and faculty, students, administrators and staff members, alumni, and the public we are privileged to serve.

## **PRESIDENT'S REPORT (contd)**

President Kirwan: (contd)

I have already spent many hours listening to others' ideas about this great University. I have read the impressive planning documents produced by dedicated committees of faculty, students, staff, and alumni. Based on these initial efforts to gauge the values and interests of this community, I am convinced that there is a remarkable congruence between the issues I feel most passionately about and those this University has identified as among its highest priorities.

But, I assure you, I will continue to meet with representative groups, both internal and external to the University, and refine these initial thoughts before I ask for your endorsement of the overarching priorities of my administration.

At the outset, let me say that I share the Board's aspirations for the advancement of The Ohio State University to the very top ranks of American higher education. Each day, as I learn more about the University, I am even more convinced that this goal is not only attainable, but within our grasp.

To move to the next level of excellence, however, we must have sustained, focused efforts in areas widely accepted as most vital to our success. In setting our priorities, I believe we should be highly selective so that we can ensure a focused agenda that will have measurable impact on the quality of the University and its contributions to the state. At the same time, our priorities must be overarching because the mission of this University is, perhaps, as broad as any university in the nation.

As my initial thoughts, I would like to suggest four areas I deem most vital to the achievement of our high aspirations for Ohio State.

First, I believe we must strengthen our efforts to elevate the quality and status of Ohio State's undergraduate programs. Through well-conceived plans, Ohio State has already made progress in this area. But more needs to be done.

Toward this end, I will work to support a culture within the University where all faculty and staff members take personal interest and pride in the attention given to undergraduates, inside and outside the classroom. This will require a serious commitment by the senior leadership of the University, just as it will depend upon a reward structure that recognizes efforts to advance this priority.

Success here also will require us to intensify our recruitment efforts, improve our advising system, and increase the amount of personal contact between the faculty and undergraduate students. Our success in this area will be measured, in part, by the quality of our entering freshman class and the retention and graduation rates of all of our undergraduates. As the state's flagship university, we should not accept anything less than that our retention and graduation rates set the standard for all public universities in Ohio.

Second, I am deeply committed to the rigorous program of academic enrichment through selective investments in research and graduate programs already in place at Ohio State. This University can take justifiable pride in the processes it has developed to identify and support programs with the potential for distinction on an international scale. To my knowledge, no university has developed a more effective process for this purpose.

I wholeheartedly support the Trustees' commitment to the 20/10 plan -- that is, having 10 academic programs ranked in the Top 10 and an additional 20 in the Top 20 by the year 2010. This plan, and the determination of campus leaders

## **PRESIDENT'S REPORT (contd)**

President Kirwan: (contd)

to disproportionately enhance programs with potential for national eminence, will require us to marshal the resources necessary to sustain distinction at this level.

In part, this will occur by judicious reallocation of our resources and by a more entrepreneurial approach to resource development. The report of the Research Commission, chaired by Dean Bernadine Healy, should be enormously helpful to us in this effort. But success here also will require a larger state investment. The development and implementation of a strategy to persuade the state of the importance of making this investment must be one of our first orders of business.

Third, a commitment to diversity was a hallmark of my tenure at the University of Maryland, and it will continue to be a top priority for me at Ohio State. I have a deep personal belief in the value of diversity. What I need from the Trustees and others in the University family is your help in developing a clear sense of the most pressing diversity-related issues at Ohio State. And, I need your support in establishing an agenda that will enable Ohio State to become a model for the nation of a university that builds and measures its excellence in part through the diversity of its human resources.

Fourth, I believe the University must continue to expand the scope of its land-grant mission and address the important social, cultural, and economic issues of today and tomorrow. We must serve -- and serve well -- the changing needs of society. To be sure, the breadth and depth of the expertise at Ohio State is already making an enormous difference in the lives of our citizens. But we can -- and must -- do more.

Success in this area will require innovative, active partnerships that engage the University with elected officials, civic and business leaders, educators, and the public. We must make Ohio State more accessible to those across Ohio who seek our assistance and need information that only we, as a major national research university, can provide. This can be a daunting institution. We must ensure there are people and programs in place that open doors to collaboration.

Let me identify two programs which I find especially important to these efforts and reflect a broader engagement with the community than has been traditional for land-grant universities. The Science and Technology Campus is an exciting, high-risk venture. Through this initiative, we hope to create a growing hub of R & D and technology enterprise development activity in Central Ohio. While we are, of course, committed to great research that generates new knowledge, we must also engage in collaborative partnerships with business that turn great research into innovative products, that spawn new companies and that give birth to new industries.

What will it take for the Science and Technology Campus to succeed? Success will require a high level of commitment on the part of the Trustees, the president, and the faculty all working together. It will necessitate building stronger alliances with city, county, and state officials. It will require effective partnerships with the private sector and with venture capitalists. The Science and Technology Campus is a marvelous example of how this University can help our region and state build an economic base for the 21st century.

Campus Partners is another program that connects the University to its communities. Indeed, to understand the importance of an expanded land-grant mission, we need look no further than our own neighborhood.



## **PRESIDENT'S REPORT (contd)**

President Kirwan: (contd)

I am committed to the success of the Campus Partners initiative. The continued deterioration of the High Street area is an enormous threat to Ohio State. This was brought home to me in a recent conversation with a colleague who had been recruited by Ohio State. He decided not to accept an offer from us after driving along and east of High Street.

The quality of life in the near campus area influences our success as an institution. And it makes a significant difference to each person who lives and works in this community. We must seek to create a stable, viable campus environment that complements our academic objectives.

Furthermore, we must find ways to engage our faculty and students in addressing the challenges and opportunities of this urban setting in today's society. Campus Partners is broadly conceived and will facilitate such engagement.

For success with this initiative, I will need the Trustees' assistance in assembling a team with the talent, determination, and mandate necessary to transform Campus Partners from an exciting concept into positive action. While there is already evidence of success, we must seize this opportunity and quickly move forward.

These programs -- the Science and Technology Campus and Campus Partners -- are but two examples of innovative ways we express our land-grant mission. I hope and expect to see more examples of this kind of creative engagement.

It is vital to our success that the organizational structure of the University be consistent with accomplishing the four-part agenda I have just set forth. I have asked Dr. Frank Rhodes, past president of Cornell University and a highly respected leader in higher education, to head a consulting team that will work with us to review the University's upper-level administrative structure.

He and his colleagues will be here this summer and will consult extensively with Trustees, faculty leaders, student leaders, deans and vice presidents, and others in order to advise us on this important issue. The objective of this effort is to ensure that we are appropriately organized to achieve the goals we have set for this institution.

The four priorities I have set forth constitute an ambitious agenda. As I mentioned, I intend to consult widely with faculty, staff, students, and others in the Ohio State family to refine these priorities and to build consensus for the focus of our efforts in the years ahead. With your help and support, I expect us to be successful in this venture.

Mr. Chairman, I begin my tenure as president at a time when this University has considerable strength and a remarkable spirit. It clearly is an institution whose stature has increased in recent years, and this visible, measurable progress has not waned during the time of presidential transition. In fact, the momentum of this University has continued to build under the highly effective leadership of Interim President Dick Sisson.

I am the beneficiary of his sustained hard work during this transition. We all are beneficiaries of his thoughtful leadership and deep commitment to this University.

As Senior Vice President and Provost, Dick is regarded by his peers across the nation as one of higher education's leading chief academic officers. He adds to this expertise the passion of a native son and the loyalty of an Ohio State alumnus.

## **PRESIDENT'S REPORT (contd)**

President Kirwan: (contd)

Dick has been an invaluable colleague to me -- and, fortunately, will continue to be so even after he steps down from his position as Provost. The dedication and love Dick and Willa have for this institution inspires and enriches all of us.

Dick, please accept my personal thanks and the gratitude of the entire Ohio State family for your extraordinary service as Interim President.

Mr. Chairman, that concludes my report.

Mr. Celeste:

That was quite a report and, hopefully, the Science and Technology Campus can take care of our technology for the next 10 years. Mr. President, as you know, the Board stands ready to assist you in the areas that you have outlined and we applaud you in your swift transition to "Head Buckeye."

We also join in your well-deserved praise of Dick Sisson's efforts as Interim President and appreciate your comments.

--0--

## **CONSENT AGENDA**

President Kirwan:

We have 24 resolutions to present to the Board for approval today. We would like to call for a separate vote on resolutions # 13, #18, and #24, but, unless there are any objections, I would like to ask for a motion to approve the remaining 21 resolutions on the consent agenda.

## **AMENDMENTS TO THE COMMITTEE APPOINTMENTS FOR 1998-99**

Resolution No. 99-1

BE IT RESOLVED, That the appointments to Committees and representatives to various Boards for 1998-99 be amended as follows:

### **Educational Affairs Committee:**

Michael F. Colley, Chair  
George A. Skestos, Vice Chair  
Daniel M. Slane  
Soraya Rofagha

### **Fiscal Affairs Committee:**

James F. Patterson, Chair  
Zuheir Sofia, Vice Chair  
David L. Brennan  
Tamala Longaberger

### **Student Affairs Committee:**

Tamala Longaberger, Chair  
Soraya Rofagha, Vice Chair  
Robert M. Duncan  
Allyson M. Lowe

### **Agricultural Affairs Committee:**

Daniel M. Slane, Chair  
Fred L. Dailey, Vice Chair, Ex Officio  
Robert M. Duncan

### **Investments Committee:**

David L. Brennan, Chair  
George A. Skestos, Vice Chair  
James F. Patterson  
John G. McCoy (Foundation Board)  
Frank Wobst (Foundation Board)

### **Affiliated Entities Committee:**

Michael F. Colley, Chair  
James F. Patterson, Vice Chair  
~~Zuheir Sofia~~ ROBERT M. DUNCAN  
George A. Skestos

**AMENDMENTS TO THE  
COMMITTEE APPOINTMENTS FOR 1998-99 (contd)**

University Hospitals Board:  
George A. Skestos  
Zuheir SofiaMichael F. Colley (2 years)

The Arthur G. James Cancer Hospital  
and Research Institute Board:  
Zuheir Sofia, Chair  
Daniel M. Slane

University Managed Health Care System,  
Inc., Board of Directors:  
~~James F. Patterson~~  
ROBERT M. DUNCAN

Personnel Committee:  
Theodore S. Celeste, Chair  
Michael F. Colley, Vice Chair  
George A. Skestos

University Foundation Ex Officio  
Class of Directors:  
David Brennan (1 year)  
Tamala Longaberger (2 years)  
Zuheir Sofia (3 years)

Ohio State University Affiliates, Inc.:  
Theodore S. Celeste (1 year)  
  
George A. Skestos (3 years)

Wexner Center Foundation Board:  
Leslie H. Wexner (1999)  
Tamala Longaberger\*

Inter-University Council  
Robert M. Duncan

Research Foundation Board of Directors:  
Tamala Longaberger

Science and Technology Campus  
Board of Directors:  
Theodore S. Celeste

Regional Campus Boards:  
Lima - Daniel M. Slane (2000)  
Mansfield - James F. Patterson (2000)  
Marion - Zuheir Sofia (2000)  
Newark - Tamala Longaberger (1999)

\*President's appointee

\*\*\*

**UNIVERSITY HOSPITALS BOARD REAPPOINTMENTS**

Resolution No. 99-2

Synopsis: Approval of the reappointments of University Hospitals Board members is proposed.

WHEREAS the Board of Trustees on November 30, 1979, approved the establishment of a University Hospitals Board; and

WHEREAS the membership of the Hospitals Board was approved on April 4, 1980, and has been subsequently amended; and

WHEREAS the membership of the Hospitals Board was amended at the June 6, 1997, Board of Trustees meeting to include the chair of the Integrated Faculty Practice Group; and

WHEREAS the terms of four general public members of the Hospitals Board have expired:

NOW THEREFORE

BE IT RESOLVED, That the following individuals be reappointed, as members of the University Hospitals Board, as follows:

**UNIVERSITY HOSPITALS BOARD REAPPOINTMENTS (contd)**

Reappointments as General Public Members, effective May 1, 1998, 3-year term

Shirley D. Bowser  
Merom Brachman  
Robert E.H. Rabold  
Sarah Ross Soter

Appointment of Chair of the Integrated Faculty Practice Group , effective July 1, 1998 - June 30, 1999

Ernest L. Mazzaferri, M.D.

\*\*\*

**REGIONAL CAMPUS BOARDS -- APPOINTMENT/REAPPOINTMENTS**

Resolution No. 99-3

Synopsis: Approval of nominees to The Ohio State University-Lima, Mansfield, and Newark Campus Boards is proposed.

WHEREAS the Board of Trustees on April 8, June 3, and July 8, 1994, approved the establishment of The Ohio State University-Lima, Mansfield, and Newark Boards; and

WHEREAS it has been previously stipulated that "the board shall be composed of eleven members appointed by The Ohio State University Board of Trustees in consultation with the president of the university" (one member of the board shall be a member of the university board of trustees; nine members shall be private citizens; and one member shall be a student); and

WHEREAS the following named persons have been nominated and selected for appointment and reappointment to the Regional Campus Boards for the term as specified:

Lima Board Reappointments

Dan E. Fuhrman, 3-year term  
Jaye E. McCain, 3-year term

Mansfield Board Appointment

Jennifer E. Unruh (Student Trustee), 1-year term

Newark Board Reappointments

Robert A. Barnes, 3-year term  
Thomas A. Brannon, 3-year term  
Earl Shurtz, 3-year term  
Kori M. Pittman (Student Trustee), 1-year term

NOW THEREFORE

BE IT RESOLVED, That the foregoing nominees be approved as members of The Ohio State University-Lima, Mansfield, and Newark Boards, effective July 1, 1998.

\*\*\*

**ESTABLISHMENT OF A UNIVERSITY SENATE  
FINANCIAL CONFLICTS OF INTEREST POLICY FOR FACULTY**

Resolution No. 99-4

WHEREAS faculty at The Ohio State University accept the obligation to avoid financial conflicts of interest in carrying out their professional work; and

WHEREAS a clear policy is needed to assist faculty members in meeting this obligation; and

WHEREAS a policy on financial conflicts of interest for faculty must be consistent with State and Federal laws and regulations; and

WHEREAS the development of a policy on financial conflicts of interest for faculty should involve substantial consultation with faculty members and with appropriate involvement by University governance bodies; and

WHEREAS this consultation and involvement has occurred;

WHEREAS the establishment of a University Senate Financial Conflicts of Interest Policy for Faculty has been approved by the University Senate at its June 6, 1998 meeting:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached proposal to establish a University Senate Financial Conflicts of Interest Policy for Faculty, effective immediately.

(See Appendix I for background information, page 69.)

\*\*\*

**REVISIONS TO THE PH.D. PROGRAM IN BIOCHEMISTRY**

Resolution No. 99-5

WHEREAS the changes in the existing Ph.D. degree program will accommodate the merger of three existing programs in biochemistry, medical biochemistry, and the Ohio State Biochemistry Program (OSBP); and

WHEREAS this revision is in part a response to the Board of Regents review of all Ph.D. Programs in biological and biomedical sciences in that it develops a "single, coordinated program" in biochemistry at Ohio State [and naming OSBP as the mechanism for implementing that program]; and

WHEREAS the Deans of the Colleges participating in the program have reached agreement on the distribution of fiscal responsibility; and

WHEREAS the process has been consultative, and has the approval by vote of OSBP faculty members, the joint program was approved by a subcommittee consisting of representatives from the merged disciplines, and received the approval of the Council on Research and Graduate Studies, the Council on Academic Affairs, and was approved by the University Senate at its June 6, 1998 meeting:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the above proposal, effective immediately.

\*\*\*

**AMENDMENTS TO THE RULES OF THE UNIVERSITY FACULTY**

Resolution No. 99-6

Synopsis: Approval of the following amendments to the Rules of the University Faculty is recommended.

WHEREAS the University Senate pursuant to rule 3335-1-09 of the Administrative Code is authorized to recommend through the President to the Board of Trustees the adoption of amendments to the Rules of the University Faculty as approved by the University Senate; and

WHEREAS the proposed changes in the Rules of the University Faculty were approved by the University Senate on June 6, 1998:

Amended Rules

3335-3-21 Director of athletics.

- (A) ~~The director of athletics shall be a member of the faculty.~~ The director of athletics shall be responsible to the vice president for student and urban/community affairs and shall be appointed under the procedures outlined in rule 3335-3-35 of the Administrative Code. The athletic council (see rule 3335-5-485 of the Administrative Code) shall also be consulted.
- (B) Under policies established by the athletic council, the director of athletics shall administer the intercollegiate athletics program.
- ~~(C) The director shall have the duties of the chair of a department as prescribed in rule 3335-3-35 of the Administrative Code.~~
- ~~(D)~~ (C) The athletic physical plant shall be under the concurrent jurisdiction of the department of ~~intercollegiate~~ athletics and the office of physical facilities. Athletic physical plant employees shall be under the jurisdiction of the department of ~~intercollegiate~~ athletics, which in consultation with the office of physical facilities shall be responsible for all normal maintenance and repairs. Major remodeling, renovation, construction, and other capital improvements shall be undertaken only with the prior approval of, and under the direction of, the office of physical facilities.

3335-9-10 Removal of entrance conditions.

Entrance conditions assessed against students at the time of admission or transfer to a college may be removed by the senior vice president and provost, when the dean of a college in which the conditioned student is registered has certified to the director of admissions that the deficiencies have been made up. The methods to be followed in making up entrance conditions shall have the joint approval of the director of admissions and the dean of the college concerned and, for undergraduate students, shall be in accordance with policies established by the council on academic affairs in consultation with the council on admission and registration. Removal of entrance conditions shall take precedence over the student's regular college schedule. If credits earned in the university are to be substituted for such deficiencies, the student must earn a grade of "A," "A-," "B+," "B," "B-," "C+," "C," "C-," "D+" or "D" in courses approved to remove admission conditions. ~~Five quarter credit hours and ten credit points shall be added to the graduation requirements of the conditioned student for each unit of entrance condition to be removed by this method. (B/T 4/4/97, B/T 7/10/98)~~

NOW THEREFORE

BE IT RESOLVED, That the foregoing amendments to the Rules of the University Faculty be adopted as recommended by the University Senate.

\*\*\*

## **HONORARY DEGREES**

Resolution No. 99-7

Synopsis: The awarding of honorary degrees to Elias Burstein and Chung-Hsin Chung is recommended for approval.

WHEREAS the Committee on Honorary Degrees and the University Senate, pursuant to rule 3335-5-488 of the Administrative Code, have approved for recommendation to the Board of Trustees awarding of honorary degrees as listed below:

Elias Burstein

Doctor of Science

Chung-Hsin Chung

Doctor of Science

NOW THEREFORE

BE IT RESOLVED, That the above honorary degrees be awarded in accordance with the recommendation at a time convenient to the University and the recipients.

\*\*\*

## **DEGREES AND CERTIFICATES - SUMMER QUARTER COMMENCEMENT**

Resolution No. 99-8

Synopsis: Approval of Degrees and Certificates for Summer Quarter is proposed.

WHEREAS pursuant to paragraph (E) of rule 3335-1-06 of the Administrative Code, the Board has authority for the issuance of degrees and certificates; and

WHEREAS the faculties of the colleges and schools shall transmit, in accordance with rule 3335-9-29 of the Administrative Code, for approval by the Board of Trustees the names of persons who have completed degree and certificate requirements:

NOW THEREFORE

BE IT RESOLVED, That the degrees and certificates be conferred on September 3, 1998, to those persons who have completed the requirements for their respective degrees and certificates and are recommended by the colleges and schools, and that the names of those persons awarded degrees and certificates be included in the minutes of this meeting.

\*\*\*

## **PERSONNEL ACTIONS**

Resolution No. 99-9

RESOLVED, That the personnel actions as recorded in the Personnel Budget Records of the University since the June 5, 1998 meeting of the Board, including the following Appointments/Reappointments, Appointment/Reappointment of Chairpersons/Directors, Leaves of Absence Without Salary, Professional Improvement Leaves, Promotion, and Emeritus Titles, as detailed in the University Budget be approved and the Medical Staff Appointments/Reappointments (The Arthur G. James Cancer Hospital and Research Institute) approved June 2, 1998, by The Arthur G. James Cancer Hospital and Research Institute Board, be ratified.

**PERSONNEL ACTIONS (contd)**

Appointments

Name: EDWARD J. RAY  
Title: Interim Senior Vice President and Provost  
Office: Academic Affairs  
Effective: September 1, 1998  
Present Position: Senior Vice Provost and CIO

Name: DARYL L. SIEDENTOP  
Title: Interim Dean  
College: Education  
Term: July 1, 1998 through June 30, 1999  
Present Position: Senior Associate Dean

Name: JESSIE LAI-SIM AU  
Title: Distinguished University Professor  
College: Pharmacy  
Effective: October 1, 1998

Name: J. LAYNE MOORE  
Title: Professor (Richard J. and Martha D. Denman Professorship for Clinical Research in Epilepsy)  
College: Medicine and Public Health  
Effective: July 1, 1998 through June 30, 2002

Name: RICHARD E. PETTY  
Title: Distinguished University Professor  
Department: Psychology  
Effective: October 1, 1998

Name: RICHARD SISSON  
Title: Professor (The Board of Trustees Chair in Comparative Politics)  
Department: Political Science  
Term: September 1, 1998 through August 31, 2003

Reappointments

Name: BARBARA RICH  
Title: Interim Vice Provost for Minority Affairs  
Office: Academic Affairs  
Term: July 1, 1998 through June 30, 1999

Name: GERALD M. REAGAN  
Title: Secretary of the University Senate  
Office: Academic Affairs  
Term: October 1, 1998 through September 30, 2001

Name: JAY B. BARNEY  
Title: Professor (The Bank One Chair for Excellence in Corporate Strategy)  
College: The Max M. Fisher College of Business  
Term: October 1, 1998 through September 30, 2003

Name: FREDERICK H. DAVIDORF  
Title: Professor (The Martha G. and Milton Staub Chair for Research in Ophthalmology)  
College: Medicine and Public Health  
Term: July 1, 1998 through June 30, 2002



## PERSONNEL ACTIONS (contd)

### Reappointments (contd)

Name: M. RONALD GLASER  
Title: Professor (The Gilbert and Kathryn Mitchell Chair)  
College: Medicine and Public Health  
Term: July 1, 1998 through June 30, 2002

Name: CALVIN M. KUNIN  
Title: Professor (Frank E. and Mary W. Pomerene Professorship in the Prevention and Treatment of Infectious Diseases)  
College: Medicine and Public Health  
Term: July 1, 1998 through June 30, 2002

### Appointment of Chairpersons/Directors

July 1, 1998 through June 30, 1999

Anesthesiology	Michael B. Howie*
Cell Biology, Neurobiology and Anatomy	Robert M. DePhilip*
Industrial, Interior and Visual	Susan King Roth*
Communication Design	
School of Natural Resources	Gary W. Mullins*
School of Public Health	Antoinette J. Eaton*

July 1, 1998 through June 30, 2002

Mathematics	Peter D. March
-------------	----------------

October 1, 1998 through September 30, 2002

Physics	William F. Saam
---------	-----------------

### Reappointment of Chairpersons/Directors

July 1, 1998 through June 30, 1999

Animal Sciences	David L. Zartman
Physiology	Jack A. Rall*
Psychiatry	Robert A. Bornstein*
Veterinary Teaching Hospital	Richard M. Bednarski

July 1, 1998 through June 30, 2002

Agricultural Technical Institute	William A. Anderson
Emergency Medicine	Douglas A. Rund
Food Science and Technology	Ken Lee
Medical Microbiology and Immunology	Caroline C. Whitacre
Physical Medicine and Rehabilitation	William S. Pease
School of Public Policy and Management	C. Ronald Huff

\*Interim

### Leaves of Absence Without Salary

HOWARD P. FINK, Professor, College of Law, effective Autumn Semester 1998 and Spring Semester 1999, to be a visiting professor at the University of San Diego School of Law.

## **PERSONNEL ACTIONS (contd)**

### Leaves of Absence Without Salary (contd)

ALICE SILVERBERG, Professor, Department of Mathematics, effective Autumn Quarter 1998, Winter and Spring Quarter 1999, to accept an NSF POWRE grant to pursue her research at the University of California at Berkeley.

MARJORIE A. CAMBRE, Associate Professor, School of Educational Policy and Leadership, effective Autumn Quarter 1998, Winter Quarter and Spring Quarter 1999, for personal reasons.

KATHLEEN R. CONNER, Associate Professor, Department of Management and Human Resources, effective Autumn Quarter 1998, Winter Quarter and Spring Quarter 1999.

THOMAS P. GALLANIS, JR., Assistant Professor, College of Law, effective Autumn Semester 1998, to be a visiting professor at the University of Michigan Law School.

### Leave of Absence Without Salary -- Continuation

KARL C. RUBIN, Professor, Department of Mathematics, effective Autumn Quarter 1998, Winter and Spring Quarter 1999, to continue his work at Stanford University.

### Professional Improvement Leave

ROBERT W. BRUEGGEMEIER, Chairperson and Professor, Division of Medicinal Chemistry and Pharmacogenosy, effective Winter Quarter and Spring Quarter 1999.

### Professional Improvement Leaves -- Change in Dates

STANLEY R. THOMPSON, Professor, Department of Agricultural, Environmental, and Development Economics, change leave from Autumn Quarter 1998, and Winter, Spring, and Summer Quarters 1999, to Summer Quarter and Autumn Quarter 1998, and Winter Quarter and Spring Quarter 1999.

ROY JOSHUA, Associate Professor, Department of Mathematics, change leave from Autumn Quarter 1998, Winter Quarter and Spring Quarter 1999, to Spring Quarter and Autumn Quarter 1999, and Winter Quarter 2000.

### Promotion

## **COLLEGE OF THE ARTS**

### Promotion to Professor

Mark D. Fullerton, History of Art - effective 7/1/98

## **COLLEGE OF MATHEMATICAL AND PHYSICAL SCIENCES**

### Promotion to Professor

Peter D. March, Mathematics - change of effective date to 7/1/98

### Medical Staff Appointments (The Arthur G. James Cancer Hospital and Research Institute)

### May 8, 1998 through November 13, 1998

Anjan K. Ghosh, M.D., Associate Attending, Department of Anesthesiology  
John A. Larry, M.D., Associate Attending Staff, Department of Medicine  
Geoffrey Vaughan, M.D., Associate Attending Staff, Department of Medicine  
Kelli Ann Cawley, M.D., Attending Staff, Department of Medicine  
Robert E. Michler, M.D., Associate Attending Staff, Department of Surgery

## **PERSONNEL ACTIONS (contd)**

### Medical Staff Appointments (The Arthur G. James Cancer Hospital and Research Institute) (contd)

#### May 8, 1998 through June 30, 1999

Michael Caligiuri, M.D., Attending Staff, Department of Medicine/Hem/Oncology  
William E. Carson, III, M.D., Attending, Department of Surgical Oncology  
Lynne A. Eaton, M.D., Attending Staff, Department of Gynecology/Oncology

### Medical Staff Reappointments (The Arthur G. James Cancer Hospital and Research Institute)

#### July 1, 1998 through June 30, 2000

Raymond D. Magorien, M.D., Associate Attending Staff, Department of Medicine/Cardiology  
William E. Maher, M.D., Associate Attending Staff, Department of Medicine/Inf. Dis.  
William B. Malarkey, M.D., Associate Attending Staff, Department of Medicine/Endocrinology  
Mitchell A. Medow, M.D., Associate Attending Staff, Department of Medicine/Gen. Med.  
Robert A. Murden, M.D., Associate Attending Staff, Department of Medicine/Gen. Med.  
Louis M. Nardella, M.D., Associate Attending Staff, Department of Medicine/Gen. Med.  
David A. Orsinelli, M.D., Associate Attending Staff, Department of Medicine/Cardiology  
Michael F. Para, M.D., Associate Attending Staff, Department of Medicine/Inf. Dis.  
William S. Pease, M.D., Associate Attending Staff, Department of Phys. Med./Rehab.  
Arthur E. Pellegrini, M.D., Associate Attending Staff, Department of Medicine/Derm.  
Sheryl A. Pfeil, M.D., Associate Attending Staff, Department of Medicine/Gastro  
Stephen R. Richards, M.D., Clinical Attending Staff, Department of Obstetrics/Gynecology  
Robert L. Ruberg, M.D., Associate Attending Staff, Department of Surgery/Plastic  
William H. Saunders, M.D., Associate Attending Staff, Department of Otolaryngology  
George A. Sawaya, M.D., Clinical Attending Staff, Department of Obstetrics/Gynecology  
David E. Schuller, M.D., Attending Staff, Department of Otolaryngology  
Ronald J. Siegle, M.D., Attending Staff, Department of Otolaryngology  
Deborah A. Stahl, M.D., Associate Attending Staff, Department of Anesthesiology  
Fred B. Thomas, M.D., Associate Attending Staff, Department of Medicine/Gastro  
Robert H. Small, M.D., Associate Attending Staff, Department of Anesthesiology  
Ronald L. Whisler, M.D., Associate Attending Staff, Department of Medicine/Rheum  
Gregory J. Wiet, M.D., Associate Attending Staff, Department of Otolaryngology  
William A. Wilmer, M.D., Associate Attending Staff, Department of Medicine/Renal  
David A. Wininger, M.D., Associate Attending Staff, Department of Medicine/Inf. Dis.  
Lisa D. Yee, M.D., Attending Staff, Department of Surgical Oncology

### Emeritus Titles

#### Professor Emeritus, effective July 1, 1998

HAO CHANG, Department of History  
WILLIAM J. DAVIS, Department of Mathematics  
PATRICK K. GALLAGHER, Department of Chemistry  
DUANE F. MARBLE, Department of Geography  
REX T. MCGRAW, JR., Department of Theatre  
GLYN MEYRICK, Department of Materials Science and Engineering  
GEORGE E. MILO, Department of Medical Biochemistry  
JAMES C. NAYLOR, Department of Psychology  
SAMUEL C. PATTERSON, Department of Political Science  
BRADLEY M. RICHARDSON, Department of Political Science

#### Professor Emeritus, effective October 1, 1998

SAMUEL H. OSIPOW, Department of Psychology

## **PERSONNEL ACTIONS (contd)**

Associate Professor Emeritus, effective July 1, 1998

MATHEW HERBAN III, Department of History of Art  
HARVEY T. HUBBARD, School of Journalism and Communication

\*\*\*

## **RESOLUTIONS IN MEMORIAM**

Resolution No. 99-10

Synopsis: Approval of Resolutions in Memoriam is proposed.

RESOLVED, That the Board adopt the following Resolutions in Memoriam and that the President be requested to convey a copy to the family of the deceased.

Novice G. Fawcett

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on June 19, 1998, of Novice G. Fawcett, the eighth president of The Ohio State University.

Novice G. Fawcett was born March 29, 1909, in Gambier, Ohio. He graduated magna cum laude from Kenyon College in 1931 and received his master's degree from The Ohio State University in 1937. He began his career in education teaching math, science, and French at Gambier High School and went on to become the Superintendent of Schools in Gambier, Defiance, Bexley, and Columbus, Ohio. When The Ohio State University was searching for its eighth president, it recruited Novice G. Fawcett because of his accomplished administrative skills and vision in his work with Columbus Public Schools. He was named OSU's eighth President in 1956 and served with distinction until his retirement in 1972.

During his long, meritorious tenure at OSU, President Fawcett guided the University through a period of rapid growth in enrollment and an unprecedented expansion of its physical facilities. The student population during his years as President more than doubled and President Fawcett saw to it that proper resources were in place to meet the challenge. The diverse roles of universities saw tremendous changes in the years that marked Novice Fawcett's presidency and his vision and unwavering spirit served him well during this time of transition.

Following his retirement from the University, Novice Fawcett continued his close association with and positive contributions to Ohio State. He devoted much of his time to educational consulting and participating on numerous professional and corporate boards. He served as a consultant to the Ohio Board of Regents, the Governor's Council for Cost Control and the Lilly Endowment. His business and financial board memberships included the Buckeye Financial Corporation, Nationwide, and Ohio State Life Insurance Company. He was membership chairman of the Association of American Universities, first vice chairman of the American Council on Education, president of the National Association of State Universities and Land Grant Colleges, president of the Ohio College Association, and co-founder of the Ohio Eminent Scholars Program. In addition to serving his profession, he also was involved in his community and served as vice chairman of the Columbus Area Chamber of Commerce and served as trustee of the Air Force Museum Foundation and the Development Committee for Greater Columbus.

Among the many honors that Novice Fawcett received from national organizations, were the Distinguished Service Awards from the American Association of School Administrators and the Education Commission of the States. He also was honored with the Columbus Award and the Outstanding Citizen Award for his community service. In recognition of his dedicated educational leadership, the University established the Novice G. Fawcett Chair in Educational Administration and named the Fawcett Center for Tomorrow in his honor in 1972.

## **RESOLUTIONS IN MEMORANDUM (contd)**

Novice G. Fawcett (contd)

On behalf of the University community, the Board of Trustees expresses to the family of Novice G. Fawcett its deepest sympathy and sense of understanding at their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to the Fawcett family as an expression of the Board's heartfelt sympathy.

Melba Woodruff

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on March 21, 1998, of Melba Woodruff, Associate Professor Emeritus in the College of Education.

Professor Woodruff was born in Blue Mounds, Wisconsin, on May 30, 1914. She attended the University of Wisconsin, receiving her B.S. degree in 1936, and her M.A. degree in 1939. Prior to World War II, she taught high school French in Wisconsin, and traveled to France, where she taught English. She served briefly as an instructor at the University of Wisconsin, before coming to The Ohio State University in 1949. At Ohio State, she taught in the University School, which was the laboratory school operated by the, then School of Education at The Ohio State University. She would eventually become the head of Foreign Languages at the University School, as well as a member of the faculty of the College of Education.

Professor Woodruff continued her research, domestically and internationally, producing a number of notable books and articles. She was a frequent participant and speaker at academic conferences.

After her retirement in 1979, Professor Woodruff continued an active participation in a number of organizations, including the University of Wisconsin Alumni Association, and the University School Alumni Association, where she was instrumental in the establishment of the University School Endowment Fund, which supports graduate students in the College of Education.

Professor Woodruff will be fondly remembered by her colleagues, as well as the many students she has touched over the years.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Melba Woodruff its deepest sympathy and sense of understanding at their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to her family as an expression of the Board's heartfelt sympathy.

Mr. Celeste:

I did want to note that one of the Resolutions in Memoriam on this morning's consent agenda is for Dr. Novice G. Fawcett who died on June 19. As most of you know, Dr. Fawcett served sixteen years as this University's 8th president, from 1956 to 1972. This was a time of tremendous expansion on the campus and Dr. Fawcett expertly directed this growth -- seeing the student body grow from 22,000 to 51,000 during his tenure. Aside from being a tremendous educator and institutional leader, he was also a caring and considerate man. It has been said by many that his greatest joy came from his association with students. Some of whom are in this room today.

We shall be forever grateful to Dr. Fawcett for his many contributions to The Ohio State University and our community, and we join the family in mourning their loss.

\*\*\*

**REPORT OF RESEARCH CONTRACTS AND GRANTS**

Resolution No. 99-11

Synopsis: The reports on research and other sponsored program contracts and grants and the summary for May 1998 are presented for Board acceptance.

WHEREAS monies are solicited and received on behalf of the University from governmental, industrial, and other agencies in support of research, instructional activities, and service; and

WHEREAS such monies are received through The Ohio State University Research Foundation:

NOW THEREFORE

BE IT RESOLVED, That the research agreement between The Ohio State University and The Ohio State University Research Foundation for the contracts and grants reported herein during the month of May 1998 be approved.

\*\*\*

**AUTHORIZATION FOR DESIGNATED OFFICIALS TO BUY, SELL, ASSIGN AND TRANSFER SECURITIES, TO DEPOSIT OR WITHDRAW FUNDS FROM BANK ACCOUNTS, AND TO DESIGNATE DEPOSITORIES**

Resolution No. 99-12

Synopsis: Reaffirmation of the Board of Trustees Resolution No. 97-143 (June 6, 1997), which authorized designated officials to buy, sell, assign, and transfer securities, to deposit or withdraw funds from bank and investment accounts held in the name of The Ohio State University, to designate depositories, and to execute related agreements is proposed.

WHEREAS designated officials of the University buy, sell, assign, and transfer stocks, bonds, and other financial instruments owned by The Ohio State University; and

WHEREAS various financial institutions are designated as depositories of The Ohio State University; and

WHEREAS accounts at various financial institutions are opened and maintained in the name of The Ohio State University:

NOW THEREFORE

BE IT RESOLVED, That the Treasurer and/or Vice President for Finance be authorized and empowered to buy, sell, assign, and transfer any and all stocks, bonds, evidences of interest and/or indebtedness, insurance, rights and options to acquire or to sell the same, and all other securities corporate or otherwise, standing in the name of or belonging to The Ohio State University in any capacity; and

BE IT FURTHER RESOLVED, That the Treasurer and/or Vice President for Finance be authorized and empowered to designate various financial institutions as depositories for The Ohio State University and to open and maintain accounts at various financial institutions in the name of The Ohio State University; to sign Agreements for bank, investment and financial services; and

BE IT FURTHER RESOLVED, That the Treasurer and/or Vice President for Finance be authorized, on behalf of The Ohio State University and in its name, to sign checks, drafts, notes, bills of exchange, letters of credit, acceptances or other orders for the payment of money from said accounts; to endorse in writing or by stamp checks, notes, bills, certificates of deposit or other instruments owned or held by this University for deposit in said accounts or for collection or discount by said banks; to accept drafts, acceptances, and other instruments payable to said banks; to waive,

**AUTHORIZATION FOR DESIGNATED OFFICIALS TO BUY, SELL, ASSIGN AND TRANSFER  
SECURITIES, TO DEPOSIT OR WITHDRAW FUNDS FROM BANK ACCOUNTS, AND TO  
DESIGNATE DEPOSITORIES (contd)**

demand, protest, file notice of protest, or dishonor any check, note, bill, draft or other instrument made, drawn or endorsed by the University.

\*\*\*

**FUNDING PLAN FOR UNIVERSITY DEVELOPMENT**

Resolution No. 99-13

Synopsis: Mechanism for non-general fund budget supplement for fund raising support is proposed.

WHEREAS additional investment is needed to protect and enhance the University's ability to acquire private gift support and to improve the alumni/development information systems and administrative infrastructure through the end of the Affirm Thy Friendship Campaign and beyond; and

WHEREAS General Fund resources are limited and reallocations from academic programs is not practical; and

WHEREAS appropriate consultation with Deans and other University officials has occurred resulting in agreement of the methods to supplement current general funds resources:

NOW THEREFORE

BE IT RESOLVED, That

1. The current funding supplement consisting of the interest income from holding current use gifts 90 days and the 0.5% charge on gift additions to new and existing endowments should continue through June 30, 2003.
2. Effective immediately and through June 30, 2003, the current 0.03% charge against all endowments should be increased up to 0.5% in order to support a new alumni/development information system and other custodial or stewardship activities.
3. The Vice President for Finance and the Vice President for Development shall report annually to the Investments Committee and Fiscal Affairs Committee of the Board of Trustees and to the University Foundation Board on the acquisition and expenditure of these funds.
4. This plan will be reviewed by the Board of Trustees prior to June 30, 2003, for possible continuance or revision of the funding model beyond the stated date.

\*\*\*

**REPORT ON UNIVERSITY DEVELOPMENT**

Resolution No. 99-14

Synopsis: The report on the receipt of gifts and the summary for July 1998 are presented for Board acceptance.

WHEREAS monies are solicited and received on behalf of the University from alumni, industry, and various individuals in support of research, instructional activities, and service; and

**REPORT ON UNIVERSITY DEVELOPMENT (contd)**

WHEREAS such gifts are received through The Ohio State University Development Fund and The Ohio State University Foundation; and

WHEREAS this report includes the establishment of fourteen (14) new named endowed funds and amendments to five (5) endowed funds:

NOW THEREFORE

BE IT RESOLVED, That the acceptance of the report from The Ohio State University Development Fund and The Ohio State University Foundation during the month of July 1998 be approved.

**TOTAL UNIVERSITY PRIVATE SUPPORT**

July-May

1996-97 Compared to 1997-98

GIFT RECEIPTS BY DONOR TYPE

	<u>1996-97</u>	Dollars July through May <u>1997-98</u>	<u>% Change</u>
Individuals:			
Alumni (Current Giving)	\$ 19,431,090	\$15,704,089	-19%
Alumni (From Bequests)	<u>9,234,483</u>	<u>7,079,903</u>	-23%
Alumni Total	\$ 28,665,573	\$ 22,783,992	-21%
Non-Alumni (Current Giving)	\$11,303,508	\$ 9,631,785	-15%
Non-Alumni (From Bequests)	<u>2,469,500</u>	<u>6,377,856</u>	158%
Non-Alumni Total	\$ 13,773,008	\$ 16,009,641	16%
Individual Total	\$42,438,581	\$ 38,793,633	-9% <sup>A</sup>
Corporations/Corp. Foundations	\$22,113,875	\$28,010,078	27% <sup>B</sup>
Private Foundations	\$9,518,827	\$ 9,474,982	0%
Associations & Other Organizations	\$ <u>3,372,369</u>	\$ <u>2,750,153</u>	-18% <sup>C</sup>
Total	\$77,443,652	\$79,029,446	2%

NOTES

- A Individual giving is down 9%. During July-May last year, 369 individuals had given \$10,000 or more (\$26.7 million). Within this group was one estate gift of \$7 million. This year during the same period 412 individuals had given \$10,000 or more but the total is \$25.0 million.
- B Gifts of \$10,000 or more from corporations are up more than \$5.5 million over the first eleven months last year.
- C Last year by this time 46 organizations or associations had given at the \$10,000 or more level (\$2.5 million). This year the total is \$1.8 million from 74 organizations or associations.



**REPORT ON UNIVERSITY DEVELOPMENT (contd)**

**TOTAL UNIVERSITY PRIVATE SUPPORT (contd)**

July-May (contd)

1996-97 Compared to 1997-98 (contd)

GIFT RECEIPTS BY PURPOSE

		Dollars July through May	
	<u>1996-97</u>	<u>1997-98</u>	<u>% Change</u>
Gift Receipts to Current Use & Endowment Funds:			
Buildings/Equipment	\$ 10,562,677	\$ 17,033,972	61%
Faculty Support	\$ 7,050,628	\$ 9,731,686	38%
Program Support	\$ 42,932,675	\$ 30,152,432	-30%
Student Financial Aid	\$ 8,243,353	\$ 13,197,632	60%
Annual Funds-Colleges/Departments	\$ 7,240,481	\$ 7,304,206	1%
Annual Funds-University	\$ <u>1,413,838</u>	\$ <u>1,609,518</u>	14%
	\$ 77,443,652	\$ 79,029,446	2%

**GIFT ADDITIONS TO ENDOWMENT**

		Dollars July through May	
	<u>1996-97</u>	<u>1997-98</u>	<u>% Change</u>
	\$32,702,633	\$31,702,123	-3%

**THE OHIO STATE UNIVERSITY DEVELOPMENT FUND**

	<u>Previous Gifts</u>	<u>Current Gifts</u>	<u>Total Gifts</u>
<u>Establishment of Named Endowed Funds</u>			
Earl K. Peters and Elizabeth Peters Loan Fund (Student Loans - Office of Student Financial Aid - Provided by gifts from the estate of Earl K. Peters)		\$387,500.00	\$387,500.00
The C. A. P. Fund in Health Services Management and Policy (Scholarships and general support - Division of Health Services Management and Policy - Provided by gifts from Corbett A. Price)	\$30,000.00		\$30,000.00

**REPORT ON UNIVERSITY DEVELOPMENT (contd)**

**THE OHIO STATE UNIVERSITY DEVELOPMENT FUND (contd)**

	<u>Previous Gifts</u>	<u>Current Gifts</u>	<u>Total Gifts</u>
<u>Establishment of Named Endowed Funds (contd)</u>			
The Business History Fund (Support of teaching and research in business history – Department of History – Provided by gifts from Samuel B. Davis)		\$27,644.40	\$27,644.40

Change in Name and Description of Named Endowed Funds

From: Bogner Endowment Fund	
To: Theodore I. and Richard B. Bogner Memorial Scholarship Fund	
From: Roy H. Bowen Scholarship Fund	
To: Roy H. and Addeleen Bowen Scholarship Fund	
From: The Milk Marketing Inc. 4-H Fund	
To: The Dairy Farmers of America, Inc. 4-H Fund	
From: The Milk Marketing Inc. Agriculture and Human Ecology Fund	
To: The Dairy Farmers of America, Inc. Agriculture and Human Ecology Fund	

Change in Description of Named Endowed Fund

The James R. Miller Agriculture Scholarship Fund

**THE OHIO STATE UNIVERSITY FOUNDATION**

	<u>Previous Gifts</u>	<u>Current Gifts</u>	<u>Total Gifts</u>
<u>Establishment of Named Endowed Funds</u>			
The William and Shirley Shapero Scholarship Fund (Scholarships - College of Medicine and Public Health - Provided by gifts in memory of William Shapiro from his widow, Shirley Shapero)		\$251,159.25	\$251,159.25
The Michael M. and Doris Boich Diabetes Education and Research Fund (Support for medical education, research and programs in the field of diabetes – provided by gifts from Michael and Doris Boich)		\$40,000.00	\$40,000.00
The Wayne and Emeline Boich Cancer Education and Research Fund (Support for breast cancer education and research at The OSU Arthur G. James Cancer Hospital and Research Institute – Provided by gifts from Wayne and Emeline Boich)		\$40,000.00	\$40,000.00

**REPORT ON UNIVERSITY DEVELOPMENT (contd)**

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

	<u>Previous Gifts</u>	<u>Current Gifts</u>	<u>Total Gifts</u>
<u>Establishment of Named Endowed Funds (contd)</u>			
The John W. Nelson & Arthur Tye Graduate Endowed Fund in Pharmacology (Graduate student stipends - Division of Pharmacology - Provided by gifts from alumni, former students, and friends of Professor John W. Nelson and the late Professor Arthur Tye)		\$26,000.00	\$26,000.00
The Carl E. Bentz Architectural Scholarship Fund (Scholarships to honor Carl E. Bentz - Knowlton School of Architecture – Provided by an anonymous donor)		\$25,000.00	\$25,000.00
The Michael and Doris Boich Medical Research Fund (Support for research in the Medical Research Facility - College of Medicine and Public Health - Provided by gifts from Michael and Doris Boich)		\$25,000.00	\$25,000.00
The Wayne and Emeline Boich Medical Research Fund (Support for research in the Medical Research Facility - College of Medicine and Public Health – Provided by gifts from Michael and Doris Boich)		\$25,000.00	\$25,000.00
The Donald G., M.D., and Patsy P. Jones Fund in Obstetrics and Gynecology (Support for Lectureship in the Department of Obstetrics and Gynecology - Provided by gifts from Donald G. and Patsy P. Jones)		\$25,000.00	\$25,000.00
The Robert A. Liebert Family Athletic Scholarship Fund (Grant-in-Aid Scholarships – Department of Athletics - Provided by a gift from Robert A. Liebert)		\$25,000.00	\$25,000.00
The William L. Pritchard Football Scholarship Fund (Grant-in-Aid Scholarships – Department of Athletics - Provided by gifts from William L. Pritchard)		\$25,000.00	\$25,000.00
The Wendell A. Weller Merit Scholars Award Fund in Medicine (Scholarships - College of Medicine and Public Health - Provided by gifts from the estate of Mable V. Weller in memory of her deceased husband Wendell A. Weller)		\$16,715.59	\$16,715.59
	<u>\$30,000.00</u>	<u>\$939,019.24</u>	<u>\$969,019.24</u>

## **REPORT ON UNIVERSITY DEVELOPMENT (contd)**

### **THE OHIO STATE UNIVERSITY DEVELOPMENT**

#### **ESTABLISHMENT OF NAMED ENDOWED FUNDS**

##### **Earl K. Peters and Elizabeth Peters Loan Fund**

The Earl K. Peters and Elizabeth Peters Loan Fund was established July 10, 1998, by the Board of Trustees of The Ohio State University with a bequest to The Ohio State University Development Fund from the estate of Earl K. Peters of Steubenville, Ohio.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide interest free loans to professional, graduate and undergraduate students at the discretion of the Office of Student Financial Aid. All loan payments will be returned to the principal of the endowment. The annual income not loaned at the end of the fiscal year as described above, shall be reinvested in the principal of the endowment.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the Director of Student Financial Aid in order to carry out the desire of the donor.

\$387,500.00

##### **The C. A. P. Fund in Health Services Management and Policy**

The C. A. P. Fund in Health Services Management and Policy was established July 10, 1998, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University Development Fund from Corbett A. Price (M.S. Allied Medical Professions '75) of New York, NY.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide general support to the division of Health Services Management and Policy, to include scholarships, technology enhancements, training and other education needs as deemed appropriate by the Chairperson of the Division of Health Services Management and Policy in consultation with the Dean of the College of Medicine and Public Health.

With all other qualities being equal and unless prohibited by specific federal or state law, the scholarships shall be awarded with preference to, but not limited to, African-American students. Selection shall be made at the recommendation of the Dean of the College of Medicine and Public Health in consultation with the Chairperson of the Division of Health Services Management and Policy and with the University Committee on Student Financial Aid.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the Associate Dean for Research and the Dean of the College of Medicine and Public Health in order to carry out the desire of the donor.

\$30,000.00

## **REPORT ON UNIVERSITY DEVELOPMENT (contd)**

### **THE OHIO STATE UNIVERSITY DEVELOPMENT (contd)**

#### **ESTABLISHMENT OF NAMED ENDOWED FUNDS (contd)**

##### **The Business History Fund**

The Business History Fund was established July 10, 1998, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University Development Fund from Samuel B. Davis, (B.A. History '72), Chairman and CEO, Liqui-Box Corporation, and Professor K. Austin Kerr.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used for the support of teaching and research in business history. For the purposes of this support, business history is an international field of scholarship. Business history includes several topics, each of which the annual income may support: the study of entrepreneurship over time, the history of the business firm, examining patterns of institutional and management development in the firm and among firms over time, the relationships between business and government over time, and of the impact of business values on society over time, and of the impact of changing social values on the business firm, and on industries, over time. Recipients will be selected by the Chair of the Department of History, or the Chair's designee, in consultation with members of the faculty responsible for teaching business history. Recipients must be members of the faculty, staff, or student body of The Ohio State University. Income not used in any one year will be reinvested in the fund.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees as recommended by the Dean of the College of Humanities in consultation with the Chair of the Department of History in order to carry out the desire of the donors.

\$27,644.40

#### **CHANGE IN NAME AND DESCRIPTION OF NAMED ENDOWED FUNDS**

##### **Theodore I. and Richard B. Bogner Memorial Scholarship Fund**

The Bogner Endowment Fund was established on May 5, 1988, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University Development Fund from the Bogner Construction Company of Wooster, Ohio, on the occasion of the firm's seventy-fifth anniversary. The fund was revised and the name changed to the Theodore I. and Richard B. Bogner Memorial Scholarship Fund as a memorial from Robert P., Robert E., and Theodore Bogner, July 10, 1998.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall provide scholarships for students enrolled in Construction Technology at the Agricultural Technical Institute. Scholarship recipients shall be selected in consultation with the University Committee on Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the appropriate college dean, department chairperson or program administrative officer in order to carry out the desire of the donors.

**REPORT ON UNIVERSITY DEVELOPMENT (contd)**

THE OHIO STATE UNIVERSITY DEVELOPMENT (contd)

CHANGE IN NAME AND DESCRIPTION OF NAMED ENDOWED FUNDS (contd)

Roy H. and Addeleen Bowen Scholarship Fund

The Roy H. Bowen Scholarship Fund was established July 21, 1978, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University Development Fund from students, colleagues, and friends of Roy H. Bowen (Ph.D. Theatre '51). The name and description were revised July 10, 1998.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income is to be used to provide one or more scholarships for undergraduate students who have demonstrated exceptional talent and ability in theatre. The selection of the recipient is to be made upon the recommendation of the Chairperson of the Department of Theatre and Dean of the College of Arts, in consultation with the University Committee on Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. Should the need for these scholarships cease to exist or so diminish as to provide unused income, then the income may be used for any purpose whatsoever as determined by the Board of Trustees, with preference being given to recommendations from the appropriate administrative official of the University who is then directly responsible for theatre education/training in order to carry out the desire of the donors.

The Dairy Farmers of America, Inc. 4-H Fund

The Milk Marketing Inc. 4-H Fund was established December 3, 1993, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University Development Fund from Milk Marketing Inc., Strongsville, Ohio. The name and description were revised to reflect the new name of the company July 10, 1998.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support programs within The Ohio State University extension state 4-H program including, but not exclusively, the 4-H Dairy Award, 4-H Congress, National 4-H Center and programs, Dairy Conference and annual needs. Annual distribution shall be directed by the State 4-H Leader, in conjunction with the Ohio 4-H Foundation Board of Trustees with final approval by the Director of Ohio State University Extension or his/her designee in consultation with the CEO and/or Executive Vice President, Dairy Farmers of America, Inc., or its successor organization and/or designee.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the Vice President for Agricultural Administration in order to carry out the desire of the donor.

The Dairy Farmers of America, Inc. Agriculture and Human Ecology Fund

The Milk Marketing Inc. Agriculture and Human Ecology Fund was established December 3, 1993, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University Development Fund from Milk Marketing Inc., Strongsville, Ohio. The name and description were revised to reflect the new name of the company July 10, 1998.

**REPORT ON UNIVERSITY DEVELOPMENT (contd)**

**THE OHIO STATE UNIVERSITY DEVELOPMENT (contd)**

**CHANGE IN NAME AND DESCRIPTION OF NAMED ENDOWED FUNDS (contd)**

**The Dairy Farmers of America, Inc. Agriculture and Human Ecology Fund (contd)**

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support programs and scholarships within the College of Food, Agricultural, and Environmental Sciences and the College of Human Ecology. Support shall include at least one scholarship in each of these areas: Dairy Science, Agricultural Economics, and ATI Dairy in the College of Food, Agricultural, and Environmental Sciences and in either Human Nutrition or Home Economics Education in the College of Human Ecology. Support shall also include ATI and OARDC programs, LEAD, and other priority programs identified by the Vice President for Agricultural Administration and the CEO and/or Executive Vice President, Dairy Farmers of America, Inc., or their designee or its successor organization. Annual awards will be directed by the Vice President for Agricultural Administration or their designee in consultation with the CEO and/or Executive Vice President, Dairy Farmers of America, Inc., or their designee or its successor organization. Scholarship and award recipients shall be selected annually by the Vice President for Agricultural Administration or their designee, the Dean, College of Human Ecology or their designee, and the Director, ATI or their designee, and the CEO and/or Executive Vice President, DFA, or their designee, in consultation with the University Committee on Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the Vice President for Agricultural Administration in order to carry out the desire of the donors.

**CHANGE IN DESCRIPTION OF NAMED ENDOWED FUND**

**The James R. Miller Agriculture Scholarship Fund**

The James R. Miller Agriculture Scholarship Fund was established May 1, 1998, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University Development Fund from family of the late James R. Miller, Ph.D (B.S.Agr. '51; M.S. Poultry Science '52; Ph.D. Agricultural Education '71). The fund was revised July 10, 1998.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide a scholarship annually to undergraduate students who are enrolled in the College of Food, Agricultural, and Environmental Sciences, Department of Animal Sciences, with priority based on need for financial assistance and strong academic promise. Selection shall be made by the scholarship selection committee in consultation with the University Committee on Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the Vice President for Agricultural Administration and the Chair, Animal Sciences, or current program administrative officer in order to carry out the desire of the donors.

**REPORT ON UNIVERSITY DEVELOPMENT (contd)**

**THE OHIO STATE UNIVERSITY FOUNDATION**

**ESTABLISHMENT OF NAMED ENDOWED FUNDS**

**The William and Shirley Shapero Scholarship Fund**

The William and Shirley Shapero Scholarship Fund was established July 10, 1998, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts to the Foundation made in memory of William Shapero (B.A. Physiology '34; M.D. '38) from his widow Shirley Shapero of Boca Raton, Florida.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide one or more scholarships to students enrolled in the College of Medicine and Public Health, as appropriate within University policies. With all other qualities being equal and unless prohibited by specific federal or state law, preference shall be given in granting scholarships from this Endowment to students of Jewish faith. The scholarship(s) shall be awarded based primarily on academic merit rather than financial need. The selection of the recipient(s) shall be made at the recommendation of the Dean of the College of Medicine and Public Health in consultation with the University Committee on Student Financial Aid and the College of Medicine Committee for Scholarship Awards.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the Dean of the College of Medicine and Public Health in order to carry out the desire of the donor.

\$251,159.25

**The Michael M. and Doris Boich Diabetes Education and Research Fund**

The Michael M. and Doris Boich Diabetes Education and Research Fund was established July 10, 1998, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Michael M. and Doris Boich of Columbus, Ohio.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support medical education, research and programs in the field of diabetes as recommended by the Vice President for Health Sciences.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the Vice President for Health Sciences in order to carry out the desire of the donors.

\$40,000.00



**REPORT ON UNIVERSITY DEVELOPMENT (contd)**

**THE OHIO STATE UNIVERSITY FOUNDATION (contd)**

**ESTABLISHMENT OF NAMED ENDOWED FUNDS (contd)**

**The Wayne and Emeline Boich Cancer Education and Research Fund**

The Wayne and Emeline Boich Cancer Education and Research Fund was established July 10, 1998, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Wayne and Emeline Boich of North Miami Beach, Florida.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support breast cancer education and research at The Arthur G. James Cancer Hospital and Research Institute as approved by the Director of The Arthur G. James Cancer Hospital and Research Institute in consultation with the Vice President for Health Sciences.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the Director of The Arthur G. James Cancer Hospital and Research Institute and the Vice President for Health Sciences in order to carry out the desire of the donors.

\$40,000.00

**The John W. Nelson & Arthur Tye Graduate Endowed Fund in Pharmacology**

The John W. Nelson & Arthur Tye Graduate Endowed Fund in Pharmacology was established July 10, 1998, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from alumni, former students and friends of Professor John W. Nelson and the late Professor Arthur Tye.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support a stipend for a graduate student enrolled in the College of Pharmacy's Division of Pharmacology. The recipients of this annual stipend shall be determined by a representative of the Division of Pharmacology and the Dean of the College of Pharmacy or his/her designee.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the appropriate college dean, school director, department chairperson, or program administrative officer in order to carry out the desire of the donors.

\$26,000.00

**The Carl E. Bentz Architectural Scholarship Fund**

The Carl E. Bentz Architectural Scholarship Fund was established July 10, 1998, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a \$25,000 gift from an anonymous donor.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

**REPORT ON UNIVERSITY DEVELOPMENT (contd)**

**THE OHIO STATE UNIVERSITY FOUNDATION (contd)**

**ESTABLISHMENT OF NAMED ENDOWED FUNDS (contd)**

**The Carl E. Bentz Architectural Scholarship Fund (contd)**

The annual income shall be used to support a scholarship in the Knowlton School of Architecture in the name of Mr. Carl E. Bentz, former State Architect and Engineer for the State of Ohio. Mr. Bentz, a 1935 graduate of the School of Architecture at The Ohio State University, is known as the most prolific architect in the state's history. Among his many projects were facilities on the campuses of The Ohio State University, Miami University, Ohio University, Kent State University, and Bowling Green State University.

The proceeds of the \$25,000 scholarship will be given annually to a young man or woman whom the faculty deems best representative of the Knowlton School of Architecture and the desire and pursuit of great architecture which epitomized the work of Mr. Carl E. Bentz. Recipients shall be selected in consultation with the University Committee on Student Financial Aid.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the appropriate college dean, school director, department chairperson, or program administrative officer in order to carry out the desire of the donor.

\$25,000.00

**The Michael and Doris Boich Medical Research Fund**

The Michael and Doris Boich Medical Research Fund was established July 10, 1998, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts to the Foundation made in honor of Dr. Manuel Tzagournis, Vice President for Health Sciences, from Michael and Doris Boich of Columbus, Ohio.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income from this fund, and other similar funds under the Medical Research Endowment Trust, shall be used to support researchers in the Medical Research Facility, with selection made through a grant application process. Researchers may apply for one-year funding grants, which are not limited to senior faculty, through the Associate Dean for Research, College of Medicine and Public Health. Selection shall be made by the Associate Dean for Research in consultation with the Dean of the College of Medicine and Public Health. The grants may be used for, but not limited to, supplies, equipment, salaries for research personnel and activities required for quality medical research.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the Associate Dean for Research and the Dean of the College of Medicine and Public Health in order to carry out the desire of the donors.

\$25,000.00

**The Wayne and Emeline Boich Medical Research Fund**

The Wayne and Emeline Boich Medical Research Fund was established July 10, 1998, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts to the Foundation made in honor of Dr. Manuel Tzagournis, Vice President for Health Sciences, from Wayne and Emeline Boich of North Miami Beach, Florida.

**REPORT ON UNIVERSITY DEVELOPMENT (contd)**

**THE OHIO STATE UNIVERSITY FOUNDATION (contd)**

**ESTABLISHMENT OF NAMED ENDOWED FUNDS (contd)**

**The Wayne and Emeline Boich Medical Research Fund (contd)**

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income from this fund, and other similar funds under the Medical Research Endowment Trust, shall be used to support researchers in the Medical Research Facility, with selection made through a grant application process. Researchers may apply for one-year funding grants, which are not limited to senior faculty, through the Associate Dean for Research, College of Medicine and Public Health. Selection shall be made by the Associate Dean for Research in consultation with the Dean of the College of Medicine and Public Health. The grants may be used for, but not limited to, supplies, equipment, salaries for research personnel and activities required for quality medical research.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the Associate Dean for Research and the Dean of the College of Medicine and Public Health in order to carry out the desire of the donors.

\$25,000.00

**The Donald G., M.D., and Patsy P. Jones Fund in Obstetrics and Gynecology**

The Donald G., M.D., and Patsy P. Jones Fund in Obstetrics and Gynecology was established July 10, 1998, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Donald G. Jones, M.D. (M.A. Medical Science '64) and Patsy P. Jones (attended 1959) of Granville, Ohio.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support a lectureship by a visiting professor of Obstetrics and Gynecology or one noted in this field. A committee to administer the lectureship and choose the lecturer will meet annually and will be chaired by the Chairperson of the Department of Obstetrics and Gynecology. Any unused income shall be added to the principal at the end of each fiscal year.

When the principal balance of this fund reaches the Professorship level of \$750,000, it will be used for a Professorship position supporting a distinguished scholar in the Department of Obstetrics and Gynecology in the College of Medicine and Public Health. Appointment shall be made at the recommendation of the Dean of the College of Medicine and Public Health in consultation with the Chairperson of the Department of Obstetrics and Gynecology. The activities of the endowed Professorship shall be reviewed no less than every five years by the Dean to determine compliance with the intent of the donor as well as the academic and research standards of the University.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the Chairperson of the Department of Obstetrics and Gynecology and the Dean of the College of Medicine and Public Health in order to carry out the desire of the donors.

\$25,000.00

**REPORT ON UNIVERSITY DEVELOPMENT (contd)**

**THE OHIO STATE UNIVERSITY FOUNDATION (contd)**

**ESTABLISHMENT OF NAMED ENDOWED FUNDS (contd)**

**The Robert A. Liebert Family Athletic Scholarship Fund**

The Robert A. Liebert Family Athletic Scholarship Fund was established July 10, 1998, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Robert A. Liebert, Columbus, Ohio.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to supplement the grant-in-aid scholarship costs of student athletes who are pursuing undergraduate degrees at The Ohio State University. Recipients shall be: 1) students who are members of the women's tennis team. If the University commitments are met, then: 2) members of the men's tennis team. If those University commitments are met, then: 3) recipients shall be selected by the Director of Athletics in consultation with the University Committee on Student Financial Aid.

It is the desire of Robert A. Liebert that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board as recommended by the Director of Athletics in order to carry out the desire of Robert A. Liebert.

\$25,000.00

**The William L. Pritchard Football Scholarship Fund**

The William L. Pritchard Football Scholarship Fund was established July 10, 1998, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from William L. Pritchard (B.S. Bio. Sci. '58) of Cincinnati, Ohio.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to supplement the grant-in-aid scholarship costs of student athletes who are members of the varsity football team pursuing undergraduate degrees at The Ohio State University. Recipients will be selected by the Director of Athletics in consultation with the University Committee on Student Financial Aid.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board as recommended by the Director of Athletics in order to carry out the desire of the donor.

\$25,000.00

**The Wendell A. Weller Merit Scholars Award Fund in Medicine**

The Wendell A. Weller Merit Scholars Award Fund in Medicine was established July 10, 1998, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts to the Foundation from the estate of Mable V. Weller of West Lafayette, Indiana, in memory of her deceased husband, Wendell A. Weller (B.A. Arts & Sciences '27; M.D. '29).

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

**REPORT ON UNIVERSITY DEVELOPMENT (contd)**

**THE OHIO STATE UNIVERSITY FOUNDATION (contd)**

**ESTABLISHMENT OF NAMED ENDOWED FUNDS (contd)**

**The Wendell A. Weller Merit Scholars Award Fund in Medicine (contd)**

The annual income shall be used to provide one or more scholarships to students enrolled in the College of Medicine and Public Health and will be awarded with a focus on academic merit rather than on financial need. The selection criteria shall be based on scholastics, leadership, service and life accomplishment and shall be made at the recommendation of the Dean of the College of Medicine and Public Health in consultation with the University Committee on Student Financial Aid and the College of Medicine and Public Health Committee for Scholarship Awards.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the Dean of the College of Medicine and Public Health in order to carry out the desire of the donors.

\$16,715.00  
(Grandfathered)

\*\*\*

**EMPLOYMENT OF ARCHITECTS/ENGINEERS AND  
REQUEST FOR CONSTRUCTION BIDS**

Resolution No. 99-15

**MACK HALL - PHASE I**

Synopsis: Authorization to employ an architect/engineering firm and request construction bids for the Mack Hall B Phase I project is requested.

WHEREAS the renovation of the Ohio Stadium requires relocation of the Stadium Scholarship Program to another facility; and

WHEREAS the office of Housing, Food Services, and Events Centers has identified Mack Hall to be the new location for this program; and

WHEREAS Mack Hall requires renovation to provide program spaces and bring the facility to ADA compliance, including access to Kennedy Commons; and

WHEREAS the revised total estimated project cost is \$3,900,000 and the total estimated construction cost is \$3,135,000, with funding provided by Department of Athletics (\$2,340,000) and Housing, Food Service, and Events Centers (\$1,560,000):

**NOW THEREFORE**

**BE IT RESOLVED**, That the President and/or Vice President for Business and Administration be authorized to select qualified architectural/engineering firms as necessary for the Mack Hall B Phase I project; and

**EMPLOYMENT OF ARCHITECTS/ENGINEERS AND  
REQUEST FOR CONSTRUCTION BIDS (contd)**

BE IT FURTHER RESOLVED, That the President and/or Vice President for Business and Administration be authorized to request construction bids for the Mack Hall B Phase I project in accordance with established University and State of Ohio procedures, and if satisfactory bids are received, to issue contracts with all actions to be reported to this Board at the appropriate time.

(See Appendix II for map, page 73.)

\*\*\*

**REPORT OF AWARD OF CONTRACTS**

Resolution No. 99-16

LONGABERGER ALUMNI HOUSE  
BAKER HALL RENOVATION  
HALE HALL RENOVATIONS  
HEART AND LUNG INSTITUTE  
MARION CAMPUS - MAINTENANCE/RECEIVING/STORAGE FACILITY  
STILLMAN HALL ADDITION  
SUCCESS CENTER (FORMERLY NEIL HALL RENOVATION)  
VETERINARY HOSPITAL - RADIOLOGY FACILITY RENOVATION

Synopsis: Acceptance of the report of award of contracts and establishment of contingency funds for the Longaberger Alumni House, Baker Hall Renovation, Hale Hall Renovations, Heart and Lung Institute, Marion Campus - Maintenance/Receiving/Storage Facility, Stillman Hall Addition, Success Center (formerly Neil Hall Renovation), and Veterinary Hospital - Radiology Facility Renovation projects is requested.

WHEREAS resolutions adopted by the Board of Trustees on April 2, 1993, November 4, 1994, June 2, 1995, May 2, 1997, July 11, 1997, and February 6, 1998 authorized the President and/or Vice President for Business and Administration to request construction bids in accordance with established University procedures, and if satisfactory bids were received to award contracts for the following projects:

(\* Recommended alternates included in these amounts)

Longaberger Alumni House

This project constructs a three-story building with site development for parking and utilities to house and meet the needs of the Alumni Association. The total project cost is \$8,676,859; funding is provided by gifts to the Alumni Association. The completion date is August 1999. The contracts awarded are as follows:

Design:	Wandel & Schnell Architects, Columbus, Ohio
General Contract:	Gutknecht Construction, Columbus, Ohio
Amount:	\$5,449,000 +
Estimate:	\$5,176,700 +
Plumbing/HVAC Contract:	J. A. Guy, Dublin, Ohio
Amount:	\$1,067,000
Estimate:	\$1,355,010

## REPORT OF AWARD OF CONTRACTS (contd)

### Longaberger Alumni House (contd)

Electric Contract:	Buckeye Electric, Dayton, Ohio
Amount:	\$775,000
Estimate:	\$898,180
Total All Contracts:	\$7,291,000
Contingency Allowance:	\$582,792
Total Project Cost:	\$8,676,859

+ The General Contract is in excess of the filed estimate of cost; however the total price of all contracts is within 10% of the total estimate of cost and is recommended for award as provided by Section 153.12 of the Revised Code.

### Baker Hall Renovation

This project brings electrical and plumbing systems to current code and upgrades finishes and furnishings. The total project cost is \$6,783,740; funding is provided by University bond proceeds with debt service paid by Housing, Food Service, and Events Centers. The completion date is September 2000. The contracts awarded are as follows:

Design:	Van Auken Akins Architects, Cleveland, Ohio
General Contract:	RWS Building, Columbus, Ohio
Amount:	\$2,933,000 *
Estimate:	\$3,961,672 *
Plumbing Contract:	Mid Ohio Mechanical, Granville, Ohio
Amount:	\$938,412
Estimate:	\$1,098,270
HVAC Contract:	J. A. Guy, Dublin, Ohio
Amount:	\$633,700 +
Estimate:	\$487,737 +
Electric Contract:	Roberts Electric, Columbus, Ohio
Amount:	\$835,000 +
Estimate:	\$761,822 +
Asbestos Abatement Contract:	Columbus Abatement Company, Columbus, Ohio
Amount:	\$274,400
Estimate:	\$452,000
Total All Contracts:	\$5,614,512
Contingency Allowance:	\$534,012
Total Project Cost:	\$6,783,740

+ The HVAC and Electric Contracts are in excess of the filed estimate of cost; however the total price of all contracts is within 10% of the total estimate of cost and is recommended for award as provided by Section 153.12 of the Revised Code.

### Hale Hall Renovations

This project renovates space vacated by the Life Care Alliance for use as classrooms, computer laboratories and offices to support minority students and programs. The total project cost is \$1,028,000; funding is provided by House Bill 790 (\$1,000,000) and House Bill 904 (\$28,000). The completion date is March 1999. The contracts awarded are as follows:

Design:	Spencer & Spencer, Columbus, Ohio
General Contract:	C & N Construction, Columbus, Ohio
Amount:	\$418,800
Estimate:	\$452,600

## **REPORT OF AWARD OF CONTRACTS (contd)**

### Hale Hall Renovations (contd)

Plumbing Contract:	Ro-Dan Construction, Columbus, Ohio
Amount:	\$71,148 +
Estimate:	\$68,135 +
HVAC Contract:	Ragland Construction, Jackson, Ohio
Amount:	\$207,380 +
Estimate:	\$165,352 +
Electric Contract:	Elite Building Systems, Grove City, Ohio
Amount:	\$161,425 +
Estimate:	\$158,930 +
Asbestos Abatement Contract:	Buckeye Asbestos, Cincinnati, Ohio
Amount:	\$24,546
Estimate:	\$30,200
Total All Contracts:	\$883,299.00
Contingency Allowance:	\$55,752
Total Project Cost:	\$1,028,000

+ The Plumbing, HVAC, and Electric Contracts are in excess of the filed estimate of cost; however the total price of all contracts is within 10% of the total estimate of cost and is recommended for award as provided by Section 153.12 of the Revised Code.

### Heart and Lung Institute

This project constructs a new facility to concentrate in one single location the resources necessary to conduct an intensive program of teaching and research in the diseases of the heart and lung. The total project cost is \$23,850,450; funding is provided by House Bill 748 (\$8,000,000), House Bill 790 (\$600,000), House Bill 904 (\$400,000), University Hospital funding (\$1,225,450) and University bond proceeds with debt service paid by University Hospitals (\$13,625,000). The completion date is October 1999. The contracts awarded are as follows:

Design:	Design Group, Inc., Columbus, Ohio
General Contract:	Frank Messer & Sons Construction Co., Cincinnati, Ohio
Amount:	\$12,922,000 +
Estimate:	\$12,271,215 +
Plumbing/HVAC Contract:	Teepe's River City Mechanical, Cincinnati, Ohio
Amount:	\$4,578,000
Estimate:	\$4,868,455
Electric Contract:	Now/Romanoff Electric, Inc., Columbus, Ohio
Amount:	\$2,504,961
Estimate:	\$2,628,545
Asbestos Abatement Contract:	LVI Environmental, Pittsburgh, Pennsylvania
Amount:	\$171,800
Estimate:	\$268,770
Total All Contracts:	\$20,176,761
Contingency Allowance:	\$1,297,427
Total Project Cost:	\$23,850,450

+ The General Contract is in excess of the filed estimate of cost; however the total price of all contracts is within 10% of the total estimate of cost and is recommended for award as provided by Section 153.12 of the Revised Code.

### Marion Campus - Maintenance/Receiving/Storage Facility

This project constructs a new facility to accommodate maintenance, receiving, and storage operations for the Marion Campus. The total project cost is \$1,656,185; funding is provided by House Bill 748 (\$85,705), House Bill 790 (\$1,497,000), and Marion Technical College (\$73,480). The completion date is March 1999. The contracts awarded are as follows:



## REPORT OF AWARD OF CONTRACTS (contd)

### Marion Campus - Maintenance/Receiving/Storage Facility (contd)

Design:	Spencer & Spencer, Columbus, Ohio
General Contract:	J & F Construction, Inc., Bucyrus, Ohio
Amount:	\$819,000 *+
Estimate:	\$800,501 *+
Plumbing Contract:	Carl's Plumbing & Heating, Inc., Marion, Ohio
Amount:	\$147,377
Estimate:	\$165,920
HVAC Contract:	Pete Miller, Inc., Marion, Ohio
Amount:	\$165,391 *+
Estimate:	\$164,070 *+
Electric Contract:	Midstate Electric Construction, Inc., Mt. Vernon, Ohio
Amount:	\$153,283 *
Estimate:	\$196,843 *
Total All Contracts:	\$1,285,051
Contingency Allowance:	\$128,506
Total Project Cost:	\$1,656,185

+ The General and HVAC Contracts are in excess of the filed estimate of cost; however the total price of all contracts is within 10% of the total estimate of cost and is recommended for award as provided by Section 153.12 of the Revised Code.

### Stillman Hall Addition

This project constructs an addition to expand the College of Social Work Library, provide classroom pool accommodations, and consolidate all of the College of Social Work's departments, auxiliary services, and offices in one building. The total project cost is \$5,302,000; House Bill 904 (\$5,295,000) and University Funds (\$7,000) provides funding. The completion date is September 1999. The contracts awarded are as follows:

Design:	HKI Associates, Columbus, Ohio
General Contract:	Cody Zeigler, Inc., Summit Station, Ohio
Amount:	\$2,884,700 *
Estimate:	\$3,064,200 *
Plumbing Contract:	Fox Mechanical Company, Columbus, Ohio
Amount:	\$353,285 *+
Estimate:	\$341,200 *+
HVAC Contract:	General Temperature Control, Canal Winchester, Ohio
Amount:	\$786,000 *+
Estimate:	\$694,800 *+
Electric Contract:	Brush Contractors, Inc., Columbus, Ohio
Amount:	\$480,000 *
Estimate:	\$512,300 *
Total All Contracts:	\$4,503,985
Contingency Allowance:	\$232,918
Total Project Cost:	\$5,302,000

+ The Plumbing and HVAC Contracts are in excess of the filed estimate of cost; however the total price of all contracts is within 10% of the total estimate of cost and is recommended for award as provided by Section 153.12 of the Revised Code.

## **REPORT OF AWARD OF CONTRACTS (contd)**

### Success Center (formerly Neil Hall Renovation)

This project demolishes Neil Hall to obtain approximately 60,000 square feet to construct space to house academic athletic/support offices and study spaces, counseling and consultation services, and student learning center. The total project cost is \$9,954,995; funding is provided by House Bill 790 (\$380,000), Department of Physical Facilities (\$120,000), Housing, Food Service, and Events Centers (\$455,000), Department of Athletics (\$317,475) and University bond proceeds (\$8,682,520). The completion date is May 1999. The contracts awarded are as follows:

Design:	Philip Markwood Architects, Inc., Columbus, Ohio
General Contract:	John James Estes, Columbus, Ohio
Amount:	\$4,860,000 *
Estimate:	\$5,320,500 *
Plumbing/HVAC Contract:	General Temperature Control, Canal Winchester, Ohio
Amount:	\$1,445,000
Estimate:	\$1,678,000
Electric Contract:	Buckeye Electric, Dayton, Ohio
Amount:	\$965,800 *
Estimate:	\$1,330,450 *
Asbestos Abatement Contract:	Central Insulation, Cincinnati, Ohio
Amount	\$52,890
Estimate	\$82,363
Demolition Contract:	Loewendick, Grove City, Ohio
Amount:	\$123,000
Estimate:	\$150,000
Total All Contracts:	\$7,446,690 *
Contingency Allowance:	\$1,273,100
Total Project Cost:	\$9,954,995

### Veterinary Hospital - Radiology Facility Renovation

This project upgrades rooms 1170A and B through replacement of fluoroscopy unit and completing related room renovations including flooring and cabinetry. Upgrade room 1339 to house a CT Scanner. The total project cost is \$1,242,100; funding is provided by House Bill 748 (\$725,016), gifts to College of Veterinary Medicine (\$211,684) and Board of Regents Equipment funding (\$305,400). The completion date is September 1998. The contracts awarded are as follows:

Design:	Arden & Associates, Columbus, Ohio
General Contract:	T. G. Banks, Columbus, Ohio
Amount:	\$98,879
Estimate:	\$104,100
Plumbing/HVAC Contract:	Farber Corporation, Columbus, Ohio
Amount:	\$38,880
Estimate:	\$41,300
Electric Contract:	Fetter Electric, Newark, Ohio
Amount:	\$31,942
Estimate:	\$33,600
Total All Contracts:	\$169,701
Contingency Allowance:	\$16,969
Equipment Allowance:	\$1,029,584
Total Project Cost:	\$1,242,100

NOW THEREFORE

**REPORT OF AWARD OF CONTRACTS (contd)**

BE IT RESOLVED, That pursuant to the actions previously authorized by the Board, the report of award of contracts and establishment of contingency funds for Longaberger Alumni House, Baker Hall Renovation, Hale Hall Renovations, Heart and Lung Institute, Marion Campus - Maintenance/Receiving/Storage Facility, Stillman Hall Addition, Success Center (formerly Neil Hall Renovation), and Veterinary Hospital - Radiology Facility Renovation projects is hereby accepted.

(See Appendix III for maps, page 75.)

\*\*\*

**ARMS - PHASE VI**

Resolution No. 99-17

Synopsis: Approval of Phase VI of the ARMS Project is proposed.

WHEREAS Phase V of the Administrative Resource Management System (ARMS) Project, as authorized by the Board of Trustees at its July 11, 1997 meeting, has been successfully completed; and

WHEREAS completion of Phase VI has been recommended by the appropriate University offices and required funding will be available:

NOW THEREFORE

BE IT RESOLVED, That the University is authorized to proceed with completion of Phase VI of the ARMS Project as described in the accompanying materials, including authorization to spend up to an additional \$10 million for Human Resources, General Ledger and Procurement Systems in FY 1999; and

BE IT FURTHER RESOLVED, That the University will report back to this Board before July 15, 1999, for authorization to proceed with Phase VII and complete the project.

(See Appendix IV for background information, page 83.)

\*\*\*

**CONTINUATION OF COMPUTER LABORATORY FEE  
IN THE MAX M. FISHER COLLEGE OF BUSINESS**

Resolution No. 99-18

Synopsis: Authorization to continue with an academic computing fee in the Fisher College of Business is proposed.

WHEREAS the Fisher College of Business was authorized to implement a computer laboratory fee for its majors in Spring 1994; and

WHEREAS a review of the past year has shown the income from that fee to have been invested as planned and the planned past-year improvements in instructional computing services to have been accomplished; and

WHEREAS a survey of business students has shown substantial satisfaction with the improvements already made; and

**CONTINUATION OF COMPUTER LABORATORY FEE  
IN THE MAX M. FISHER COLLEGE OF BUSINESS (contd)**

WHEREAS the Fisher College of Business has monitored the use of computing laboratories and taken steps to increase accessibility as needed by students; and

WHEREAS there is a need to continue the implementation of the Fisher College of Business computer laboratory plan:

NOW THEREFORE

BE IT RESOLVED, That the Fisher College of Business is authorized to continue assessing undergraduate majors and graduate students in the college a computer laboratory fee. Effective Autumn Quarter 1998 full-time undergraduate majors (12 credit hours or more) will be assessed \$85 and full-time graduate students (8 credit hours or more) will be assessed \$120 per quarter. The fee will be prorated at \$7 per credit hour for undergraduate majors enrolled for less than 12 credit hours and at \$15 per credit hour for graduate students enrolled for less than 8 credit hours. This represents no change in computing fees from FY 98. For subsequent years the computing fee will be limited to 10 percent of the resident undergraduate tuition and the prorated fees for students who are not full-time will be adjusted correspondingly; and

BE IT FURTHER RESOLVED, That the use of the Fisher College of Business computer laboratory fee will be reviewed by the Office of Academic Affairs, and subject to annual approval by the Board of Trustees, until the fee is eliminated or replaced by a University-wide computing fee.

\*\*\*

**CONTINUATION OF COMPUTER LABORATORY FEE  
IN THE COLLEGE OF ENGINEERING**

Resolution No. 99-19

Synopsis: Authorization to continue with an academic computing fee in the College of Engineering is proposed.

WHEREAS the College of Engineering was authorized to implement a computer laboratory fee for its majors in Spring 1993; and

WHEREAS a review of the past year has shown the income from that fee to have been invested as planned and the planned past-year improvements in instructional computing services to have been accomplished; and

WHEREAS a survey of engineering students has shown substantial satisfaction with the improvements already made and a desire for increased staff support; and

WHEREAS the College of Engineering has monitored the use of computing laboratories and taken steps to increase accessibility as needed by students; and

WHEREAS there is a need to continue the implementation of the College of Engineering computer laboratory plan; and

WHEREAS students who are majors in computer and information sciences in the College of Mathematical and Physical Sciences make substantial use of Engineering computing laboratories, approximately two-thirds as much as their counterparts in Engineering, and are currently assessed the computing fee:

NOW THEREFORE

**CONTINUATION OF COMPUTER LABORATORY FEE  
IN THE COLLEGE OF ENGINEERING (contd)**

BE IT RESOLVED, That the College of Engineering is authorized to continue assessing undergraduate majors and graduate students in the college a computer laboratory fee and to expand services to include additional staff in labs. Effective Autumn Quarter 1998 full-time undergraduate majors (12 credit hours or more) will be assessed \$110 and full-time graduate students (8 credit hours or more) will be assessed \$120 per quarter. The fee will be prorated at \$9 per credit hour for undergraduate majors enrolled for less than 12 credit hours and at \$15 per credit hour for graduate students enrolled for less than 8 credit hours. This represents no change in computing fees from FY 98. For subsequent years the computing fee will be limited to 15 percent of the resident undergraduate tuition and the prorated fees for students who are not full-time will be adjusted correspondingly; and

BE IT FURTHER RESOLVED, That majors in computer and information science who are enrolled in the College of Mathematical and Physical Sciences will continue to be assessed a computing laboratory fee by the College of Engineering at the rate of two-thirds of the amount assessed engineering majors; and

BE IT FURTHER RESOLVED, That the use of the Engineering computer laboratory fee will be reviewed by the Office of Academic Affairs, and subject to annual approval by the Board of Trustees, until the fee is eliminated or replaced by a University-wide computing fee.

\*\*\*

**CONTINUATION OF COMPUTER LABORATORY FEE  
IN THE SCHOOL OF PUBLIC POLICY AND MANAGEMENT**

Resolution No. 99-20

Synopsis: Authorization to continue with an academic computing fee in the School of Public Policy and Management is proposed.

WHEREAS the School of Public Policy and Management was authorized to implement a computer laboratory fee for its majors in Spring 1997; and

WHEREAS a review of the past year has shown the income from that fee to have been invested as planned and the planned past-year improvements in instructional computing services to have been accomplished; and

WHEREAS a survey of public policy and management students has shown substantial satisfaction with the improvements already made; and

WHEREAS the School of Public Policy and Management has monitored the use of computing laboratories and taken steps to increase accessibility as needed by students; and

WHEREAS there is a need to continue the implementation of the School of Public Policy and Management computer laboratory plan:

NOW THEREFORE

BE IT RESOLVED, That the School of Public Policy and Management is authorized to continue assessing graduate students in the school a computer laboratory fee. Effective Autumn Quarter 1998 full-time graduate students (8 credit hours or more) will be assessed \$120 per quarter. The fee will be prorated at \$15 per credit hour for graduate students enrolled for less than 8 credit hours. This represents no change in computing fees from FY 98. For subsequent years the computing fee will be limited to 10 percent of the resident undergraduate tuition and the prorated fees for students who are not full-time will be adjusted correspondingly; and

**CONTINUATION OF COMPUTER LABORATORY FEE  
IN THE SCHOOL OF PUBLIC POLICY AND MANAGEMENT (contd)**

BE IT FURTHER RESOLVED, That the use of the School of Public Policy and Management computer laboratory fee will be reviewed by the Office of Academic Affairs, and subject to annual approval by the Board of Trustees, until the fee is eliminated or replaced by a University-wide computing fee.

\*\*\*

**LARKINS HALL ADDITION AND RENOVATION PROJECT STUDENT FEE REQUEST**  
Resolution No. 99-21

Synopsis: A future student fee is needed to retire the debt and fund operations for the student recreation portion of the new and renovated recreation, academic and athletic facility project.

WHEREAS the University Administration has made its recommendation regarding the Capital Request for State funds for the FY 1999 - FY 2000 biennium; and

WHEREAS the Board of Trustees approved the FY 1999 - FY 2000 biennium Capital Request for State funds at the July 11, 1997 Board meeting; and

WHEREAS \$3 million in planning money for the Larkins Hall/Student Recreation Center project is part of the Capital Request for State funds in the FY 1999 - FY 2000 biennium; and

WHEREAS these planning dollars are conditional on the approval of funding for the Student Recreation Center addition to Larkins Hall from non-general fund sources; and

WHEREAS the Department of Athletics has committed the dollars to support the construction and operation of their portion of the new facility; and

WHEREAS student leaders have been an integral part of the discussions related to this facility project and have diligently and conscientiously represented students' interests:

NOW THEREFORE

BE IT RESOLVED, That the mandatory fee of \$55 (in 1997 dollars) be collected from students taking 4 or more credit per quarter (students taking 0-3 credit hours plus special fee authorizations are exempted from the fee) to retire the debt service and fund operations for the student recreation portion of the facility, commencing the quarter the new addition to Larkins Hall is scheduled to open for recreational use; and

BE IT FURTHER RESOLVED, That the student fee be utilized only to fund recreational sport facilities construction, maintenance, operations and recreation programs and services; and

BE IT FURTHER RESOLVED, That the Secretary be instructed to include these materials as part of the official records of the University.

(See Appendix V for background information, page 95.)

Upon motion of Mr. Skestos, seconded by Mr. Colley, the Board of Trustees adopted the foregoing resolutions by unanimous roll call vote, cast by Messrs. Celeste, Colley, Skestos, Brennan, Patterson, Sofia, and Slane, Judge Duncan, and Ms. Longaberger.

--0--

President Kirwan:

Mr. Chairman, we are also recommending the approval of item #13, the Issuance of Commercial Paper.

**AUTHORIZATION, ISSUANCE AND SALE OF  
GENERAL RECEIPTS COMMERCIAL PAPER NOTES  
SERIES A OF THE OHIO STATE UNIVERSITY**

Resolution No. 99-22

Synopsis: Providing for the authorization, issuance and sale of General Receipts Commercial Paper Notes, Series A (the "Series A Notes"), in a principal amount determined as provided herein, for the purpose of (i) paying or reimbursing a portion of the costs of (a) constructing and installing the Keck Genetic Research Facility (b) constructing and installing the Astronomical Instrumentation Center, (c) constructing and installing infrastructure improvements, including: the extension of chilled water lines to Baker System, Coldwell Laboratory and the Journalism Building; replacement of steam lines from the McCracken Power Plant to the vicinity of St. John Arena; construction of a storm water detention area and storm sewers near Buckeye Village; the extension of Fyffe Road from Hess Road North to Ackerman Road, replacement of a steam boiler and extension of chilled water lines and steam lines from the McCracken Power Plant, construction of new walkways and landscaping and storm water improvements at Neil Avenue and 19th Avenue, the extension of Ines Drive to Tuttle Park Place and sidewalks and utilities in connection with the Fisher College of Business, (d) construction of recreation and intramural sports fields, (e) construction and installation of the Tuttle Park Place Garage, (f) construction and installation of the Heart and Lung Institute, (g) constructing and installing the Success Center, (h) residence halls improvements including: demolition and construction work at Baker Hall; renovation and improvements at the south high rises; roof replacement for Mack Hall, Old Canfield Hall and Baker Hall; interior upgrades for Neilwood Gables; installation of fiber optics in 18 residence halls; upgrade elevators at Mack Hall and the Rathskeller; upgrade residence hall fire systems; and (l) renovations to Ohio Stadium (collectively, the "Series A Project"), (ii) paying costs and expenses associated with the issuance of the Series A Notes, authorizing a Eighth Supplemental Trust Indenture to secure the payment of Bond Service Charges on the Series A Notes and (iii) amending the First Supplemental Indenture and the Third Supplemental Indenture (as defined below) to permit the appointment of a new Remarketing Agent for the Series 1985B Bonds and the Series 1986B Bonds (each as defined below) and for related purposes.

WHEREAS pursuant to Sections 3345.11 and 3345.12 of the Ohio Revised Code (the "Act"), as enacted under authority of the Constitution of Ohio, particularly Section 2i of Article VIII thereof, The Ohio State University (the "University"), a state university of the State of Ohio (the "State"), created and existing under Chapter 3335 of the Ohio Revised Code, is authorized and empowered, among other things, (a) to issue, as provided herein, Obligations (as defined in the Original Indenture (as hereinafter defined)) of the University to pay the costs of certain capital facilities defined as "auxiliary facilities" in the Act (and herein called "University Facilities") and to refund, fund or retire bonds and other obligations previously issued for such purpose; (b) to pledge to the payment of the Obligations all or a specified part of the gross amount of the General Receipts of the University (as defined in the Original Indenture) in priority to all other expenses, claims or payments; (c) to covenant, as herein provided, that the University will make, fix, adjust and collect the fees, rates, rentals, charges and other items comprising General Receipts to produce General Receipts sufficient at all times to meet Bond Service Charges (as defined in the Original Indenture) on the Obligations, to establish and to maintain the required reserves and meet other requirements herein provided; and (d) to provide for a trust indenture and make further provisions for securing the payment of the Bond Service Charges; and

WHEREAS the University, by resolution adopted by its Board of Trustees (the "Board") on November 1, 1985 (the "Series 1985 A Bond Resolution") and by a Trust Indenture dated as of November 15, 1985 (the "Original Indenture") between the University and The Huntington National Bank, as Trustee (the "Trustee"), has provided for the issuance from time to time of General Receipts Bonds of the University, with each such issue to be authorized by a Series Resolution (as

**AUTHORIZATION, ISSUANCE AND SALE OF  
GENERAL RECEIPTS COMMERCIAL PAPER NOTES  
SERIES A OF THE OHIO STATE UNIVERSITY (contd)**

defined in the Original Indenture) adopted by the Board pursuant thereto and secured pursuant to the terms of a Supplemental Indenture (as defined in the Original Indenture) with respect to such issue (the Original Indenture and all Supplemental Indentures being referred to collectively herein as the "Indenture"); and

WHEREAS, the University has heretofore issued pursuant to the Series 1985 A Bond Resolution and the Original Indenture, the \$27,680,000 The Ohio State University General Receipts Refunding Bonds, Series 1985 A, dated as of November 15, 1985 (the "Series 1985 A Bonds") all of which have redeemed and are no longer outstanding; and

WHEREAS, the University has heretofore issued pursuant to the Series 1985 A Bond Resolution, the resolution, adopted by the Board on December 6, 1985 (the "Series 1985 B Bond Resolution"), the Original Indenture and the First Supplemental Trust Indenture, dated as of December 1, 1985 (the "First Supplemental Indenture"), between the University and the Trustee, as amended by the Amendment Agreement, dated as of December 1, 1986, between the University and the Trustee, as further amended by the First Supplemental Trust Indenture Amendment Agreement, dated as of March 1, 1988, between the University and the Trustee, the \$42,500,000 The Ohio State University Variable Rate Demand General Receipts Bonds, Series 1985 B, initially dated as of December 30, 1985 (the "Series 1985 B Bonds"); and

WHEREAS, the University has issued pursuant to the Series 1985 A Bond Resolution, a resolution adopted by the Board on July 11, 1986 (the "Series 1986 A Bond Resolution"), the Indenture and the Second Supplemental Trust Indenture, dated as of July 15, 1986 (the "Second Supplemental Indenture"), between the University and the Trustee, the \$45,000,000 The Ohio State University General Receipts Bonds, Series 1986 A, dated as of July 15, 1986 (the "Series 1986 A Bonds") which have been advance refunded by the Series 1992 A2 Bonds described below; and

WHEREAS, the University has heretofore issued pursuant to a resolution adopted by the Board on July 11, 1986 (the "Series 1986 B Bond Resolution"), the Series 1985 A Resolution, the Original Indenture and the Amended Third Supplemental Trust Indenture, dated as of August 1, 1986 (the "Third Supplemental Indenture"), between the University and the Trustee, the \$45,000,000 The Ohio State University Variable Rate Demand General Receipts Bonds, Series 1986 B, initially dated as of August 14, 1986 (the "Series 1986 B Bonds"); and

WHEREAS, the University has issued pursuant to the Series 1985 A Bond Resolution, a resolution adopted by the Board on April 6, 1990 (the "Series 1990 Bond Resolution"), the Indenture and the Fourth Supplemental Trust Indenture, dated as of April 1, 1990 (the "Fourth Supplemental Indenture"), between the University and the Trustee, the \$54,265,000 The Ohio State University General Receipts Bonds, Series 1990, dated as of April 1, 1990 (the "Series 1990 Bonds") which have been advance refunded by the Series 1992 A2 Bonds described below; and

WHEREAS, the University has issued pursuant to the Series 1985 A Bond Resolution, the resolution adopted by the Board on September 2, 1992 (the "Series 1992 A Bond Resolution"), the Indenture and the Fifth Supplemental Trust Indenture, dated as of September 1, 1992 (the "Fifth Supplemental Indenture"), between the University and the Trustee, the \$60,520,000 The Ohio State University General Receipts Bonds, Series 1992 A1, and the \$103,800,000 The Ohio State University General Receipts Refunding Bonds, Series 1992 A2 (collectively, the "Series 1992 A Bonds"); and

WHEREAS, the University has issued pursuant to the Series 1985 A Bond Resolution, the resolution adopted by the Board on September 2, 1992 (the "Series 1992 B Bond Resolution"), the Indenture and the Sixth Supplemental Trust Indenture, dated as of November 1, 1992 (the "Sixth Supplemental Indenture"), between the University and the Trustee, the \$30,200,000 The Ohio State University General Receipts Bonds, Series 1992 B (the "Series 1992 B Bonds") which have been currently refunded by the Series 1997 Bonds described below; and



**AUTHORIZATION, ISSUANCE AND SALE OF  
GENERAL RECEIPTS COMMERCIAL PAPER NOTES  
SERIES A OF THE OHIO STATE UNIVERSITY (contd)**

WHEREAS, the University has issued pursuant to the Series 1985 A Bond Resolution, the resolution adopted by the Board on November 7, 1997 (the "Series 1997 Bond Resolution"), the Indenture and the Seventh Supplemental Trust Indenture, dated as of December 1, 1997 (the "Seventh Supplemental Indenture") between the University and the Trustee, the \$79,540,000 The Ohio State University General Receipts Bonds, Series 1997 (the "Series 1997 Bonds"); and

WHEREAS the Board has determined that it is in the best interests of the University to authorize the issuance of The Ohio State University General Receipts Commercial Paper Notes, Series A (the "Series A Notes") in the principal amount not to exceed \$120,000,000 for the purpose of paying or reimbursing a portion of the costs of the Series A Project and paying costs and expenses associated with the issuance of the Series A Notes; and

WHEREAS the University desires to make provisions for the issuance of the Series A Notes and for the payment of the Bond Service Charges thereon and the securing thereof by this Resolution and a Eighth Supplemental Trust Indenture (the "Eighth Supplemental Indenture") herein authorized; and

WHEREAS, pursuant to Section 7(H) of the First Supplemental Indenture and Section 7(H) of the Third Supplemental Indenture, John Nuveen & Co. Incorporated was appointed as the initial Remarketing Agent, as defined in the Indenture, for each of the Series 1985 B Bonds and the Series 1986 B Bonds; and

WHEREAS, pursuant to Section 7(I) of the First Supplemental Indenture and Section 7(I) of the Third Supplemental Indenture, the University may remove and replace the Remarketing Agent with another person meeting the requirements of the respective Sections with respect to each of the Series 1985 B Bonds and the Series 1986 B Bonds; and

WHEREAS, certain amendments to the First Supplemental Indenture and the Third Supplemental Indenture are necessary in order to permit the University to appoint a new Remarketing Agent for the Series 1985 B Bonds and the Series 1986 B Bonds.

NOW THEREFORE

BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE OHIO STATE UNIVERSITY as follows:

Section 1. Definitions and Interpretations. All words and terms defined in the Original Indenture and all interpretations therein provided shall have in this Resolution the same meanings, respectively, and be subject to the same interpretations as therein provided or used, unless the context or use clearly indicates another or different meaning or intent. Terms not appearing in the Original Indenture but used herein and not previously defined herein are defined as follows:

"Book Entry System" means a system under which (i) a physical Series A Note certificate in fully registered form is issued for each maturity of Series A Notes only to a Depository or its nominee as registered owner, with the Series A Notes held by and immobilized in the custody of the Depository; and (ii) a book entry record, maintained by and the responsibility of the Depository and not maintained by or the responsibility of the University or the Trustee, is the record that identifies, and records the transfer of the interests of, the owners of book entry interests in such Series A Notes.

"Costs of Issuance Account" means the Costs of Issuance Account in the Note Program Fund created pursuant to Section 5 hereof.

"Dealer" or "Dealers" means Merrill Lynch & Co., or any successor or assigns permitted under the Dealer Agreement, and any other dealer or dealers for the Series A Notes which is appointed by the University and has entered into a Dealer Agreement.

**AUTHORIZATION, ISSUANCE AND SALE OF  
GENERAL RECEIPTS COMMERCIAL PAPER NOTES  
SERIES A OF THE OHIO STATE UNIVERSITY (contd)**

"Dealer Agreement" or "Dealer Agreements" means respectively, the Dealer Agreement, dated as of [Dated Date], by and among the University and Merrill Lynch & Co., and any and all modifications, alterations, amendments and supplements thereto, and such agreement and any other Dealer Agreement entered into by the University and a Dealer or Dealers with respect to the Series A Notes.

"Depository" means any securities depository that is a clearing agency under federal law operating and maintaining, with its participants or otherwise, a Book Entry System to record ownership of book entry interests in obligations, and includes and means initially as to the Series A Notes, The Depository Trust Company (a limited purpose trust company), New York, New York.

"Note Proceedings" means the Series 1985 A Bond Resolution, the Original Indenture, any applicable Series Resolution, any applicable Supplemental Indenture and any other resolutions and agreements and amendments of and supplements to the foregoing, or any combination thereof, authorizing or providing for the terms and conditions applicable to, or providing for the security or sale of Notes, and the terms contained in such Notes.

"Note Program Fund" means the Note Program Fund held by the University and created in Section 5 hereof to be funded with the proceeds of the Series A Notes.

"Offering Memorandum" means, as to the Series A Notes, the Offering Memorandum relating to the original issuance of the Series A Notes, authorized pursuant to Section 3 hereof.

"Project Account" means the Project Account in the Note Program Fund created pursuant to Section 5 hereof.

"Series A Commercial Paper Resolution" or "this Resolution" as used herein. means this Resolution, as the same may be amended from time to time.

"Series A Project" means, collectively, paying or reimbursing a portion of the costs of (a) constructing and installing the Keck Genetic Research Facility (b) constructing and installing the Astronomical Instrumentation Center, (c) constructing and installing infrastructure improvements, including: the extension of chilled water lines to Baker System, Coldwell Laboratory and the Journalism Building; replacement of steam lines from the McCracken Power Plant to the vicinity of St. John Arena; construction of a storm water detention area and storm sewers near Buckeye Village; the extension of Fyffe Road from Hess Road North to Ackerman Road, replacement of a steam boiler and extension of chilled water lines and steam lines from the McCracken Power Plant, construction of new walkways and landscaping and storm water improvements at Neil Avenue and 19th Avenue, the extension of Ines Drive to Tuttle Park Place and sidewalks and utilities in connection with the Fisher College of Business, (d) construction of recreation and intramural sports fields, (e) construction and installation of the Tuttle Park Place Garage, (f) construction and installation of the Heart and Lung Institute, (g) constructing and installing the Success Center, (h) residence halls improvements including: demolition and construction work at Baker Hall; renovation and improvements at the south high rises; roof replacement for Mack Hall, Old Canfield Hall and Baker Hall; interior upgrades for Neilwood Gables; installation of fiber optics in 18 residence halls; upgrade elevators at Mack Hall and the Rathskeller; upgrade residence hall fire systems; and (l) renovations to Ohio Stadium, each of (a) through (i), and the individual items in (c) and (h), constituting a Component, as defined in Section 5 hereof.

"Trustee" means The Huntington National Bank, and any successor Trustee as determined or designated under or pursuant to the Original Indenture.

Any reference herein to the University, the Board, or to any members or officers thereof or to other public boards, commissions, departments, institutions, agencies, bodies, entities or officers, shall include those which succeed to their functions, duties or responsibilities pursuant to or by operation of law or who are lawfully performing their functions. Any reference to a section or

**AUTHORIZATION, ISSUANCE AND SALE OF  
GENERAL RECEIPTS COMMERCIAL PAPER NOTES  
SERIES A OF THE OHIO STATE UNIVERSITY (contd)**

provision of the Ohio Revised Code or to the laws of Ohio shall include such section or provision and such laws as from time to time amended, modified, revised, supplemented, or superseded, provided that no such amendment, modification, revision, supplementation, or supersession shall alter the obligation to pay the Bond Service Charges in the amount and manner, at the times, and from the sources provided in the Series 1985 A Bond Resolution, this Resolution, the Original Indenture and the Eighth Supplemental Indenture, except as otherwise herein permitted.

Unless the context shall otherwise indicate, words importing the singular number shall include the plural number, and vice versa, and the terms "hereof," "herein," "hereby," "hereto," "hereunder," and similar terms, mean this Resolution.

Section 2. Authorization; Terms; Pledge; and Covenant.

(a) Authorization. The Bonds, to be designated and known as The Ohio State University General Receipts Commercial Paper Notes, Series A, shall be issued pursuant to and as authorized by the Act, Section 21 of Article VIII of the Ohio Constitution, the Series 1985 A Bond Resolution, this Resolution, the Original Indenture and the Eighth Supplemental Indenture for the purposes of financing a portion of the costs of the University Facilities comprising the Series A Project and paying costs and expenses incidental to the issuance of the Series A Notes. The Series A Notes shall be issued from time to time as provided in the Eighth Supplemental Indenture to finance and refinance the cost of the Series A Project. Proceeds of the Series A Notes may also be used to pay maturing Series A Notes.

(b) Form and Numbering. The Series A Notes shall be issued only as fully registered Bonds. The Series A Notes shall be numbered as determined by the Trustee.

(c) Denominations and Dates. The Notes shall be dated the date of their respective authentication and issuance; shall be issued in registered form, registered to bearer (subject to Section 2.06 of the Eighth Supplemental Indenture) unless otherwise designated by a Dealer; and shall be issued in denominations of \$100,000 and in integral multiples of \$1,000 in excess thereof.

(d) Principal Amount. The Series A Notes shall be issued in the principal amount specified in the Eighth Supplemental Indenture, which amount shall not exceed \$120,000,000.

(e) Delivery and Execution. The Treasurer is hereby authorized to make the necessary arrangements with the Dealer to establish the date, location, procedures and conditions for the delivery of the Series A Notes to the Dealer and to take all steps as necessary to effect due execution, authentication and delivery of the Series A Notes to the Dealer or to the persons whom the Dealer directs under the terms of this Resolution. The Series A Notes shall be signed by the the Treasurer in his official capacity (provided that such signature may be a facsimile) and may bear the corporate seal of the University or a facsimile thereof.

(f) Interest. The Series A Notes shall bear interest from their respective dates, payable at maturity, at a rate not to exceed 12% per annum (calculated on the basis of a year consisting of 365/366 days and actual number of days elapsed).

(g) Maturities. The Series A Notes (i) shall mature not more than 270 days after their respective dates, but in no event later than July 1, 2001, and (ii) shall mature on a Business Day. The stated interest rate, maturity date and other terms of each Note, so long as not inconsistent with the terms of the Eighth Supplemental Indenture, shall be as set forth in the Instructions delivered to the Trustee pursuant to Section 2.07 of the Eighth Supplemental Indenture.

(h) Redemption. The Series A Notes shall not be subject to redemption prior to their stated maturities.

**AUTHORIZATION, ISSUANCE AND SALE OF  
GENERAL RECEIPTS COMMERCIAL PAPER NOTES  
SERIES A OF THE OHIO STATE UNIVERSITY (contd)**

(i) Appointment of Dealer. The Board hereby appoints Merrill Lynch & Co. as the initial Dealer for the Series A Notes.

(j) Security. As provided in the Indenture as supplemented by the Seventh Supplemental Indenture, there is hereby pledged to the security of the Series A Notes, (i) the gross amount of General Receipts of the University (subject to the provisions for the partial release of a pledge of General Receipts contained in Section 4.11 of the Original Indenture) and (ii) the moneys contained in the Special Funds, but excluding the Bond Reserve Fund. Anything else to the contrary in the Indenture, the Series 1985 A Bond Resolution, the Eighth Supplemental Indenture or this Resolution notwithstanding, the Series A Notes shall not have access to, any claim upon or be secured by, the Bond Reserve Fund or the Note Program Fund. This pledge of General Receipts shall be on parity with expenses, claims and payments relating to other Parity Obligations (as defined in the Original Indenture) and in priority to all other expenses, claims and payments of the University. In accordance with the Act, all the General Receipts or portions thereof are immediately subject to the lien of the pledge upon receipt thereof by the University.

For the further security of the Series A Notes, and any Additional Bonds (as defined in the Original Indenture), the University hereby covenants with the bondholders and the Trustee that so long as any Series A Notes or Additional Bonds are outstanding, the University shall fix, make, adjust and collect fees, rates, rentals, charges, and other items of General Receipts, as will produce at all times General Receipts sufficient (i) to pay Bond Service Charges when due, (ii) together with other moneys lawfully available therefor, to pay all costs and expenses required to be paid under the Note Proceedings, and (iii) together with other moneys lawfully available therefor, to pay all other costs and expenses necessary for the proper maintenance and successful and continuous operation of the University.

(k) Payment, Places of Payment, and Paying Agents. The principal of and interest on the Series A Notes shall be paid in federal or other immediately available funds in such coin or currency of the United States of America as, at the respective times of payment, is legal tender for the payment of public and private debts. The principal of and interest on the Series A Notes shall be payable at the principal office of the Trustee on or before the close of business on any Business Day upon which such Series A Notes have become due and payable, provided that such Series A Notes are presented and surrendered on a timely basis. Upon presentation of such a Series A Note to the Trustee no later than 3:00 p.m. (Columbus, Ohio time) on a Business Day, payment for such Series A Note shall be made by the Trustee in immediately available funds on such Business Day. If a Series A Note is presented for payment after 3:00 p.m. (Columbus, Ohio time) on a Business Day, payment therefor shall be made by the Trustee on the next succeeding Business Day, without the accrual of additional interest thereon.

(l) Book Entry. Subject to the provisions of the immediately following paragraph, the Series A Notes shall be issued only to a Depository for holding in a Book Entry System in accordance with the provisions of Section 2.06 of the Eighth Supplemental Indenture. Those Series A Notes shall be registered in the name of the Depository or its nominee, as registered owner, and immobilized in the custody of the Depository; and shall not be transferable or exchangeable, except for transfer to another Depository or to another nominee of a Depository, without further action by the University. Each maturity of the Series A Notes shall be evidenced by a single certificate in the aggregate principal amount of the Series A Notes maturing on such maturity date.

If any Depository determines not to continue to act as a Depository for the Series A Notes for holding in a Book Entry System, the University may attempt to have established a securities depository/Book Entry System relationship with another qualified Depository. If the University does not or is unable to do so, the University, after making provision for notification of the owners of book entry interests by appropriate notice to the then Depository and any other arrangements it deems necessary, shall permit the withdrawal of the Series A Notes from the Depository, and authenticate and deliver the

**AUTHORIZATION, ISSUANCE AND SALE OF  
GENERAL RECEIPTS COMMERCIAL PAPER NOTES  
SERIES A OF THE OHIO STATE UNIVERSITY (contd)**

Series A Note certificates, in fully registered form to the assigns of the Depository or its nominee (if such Bond was held by a nominee), all at the cost and expense (including costs of printing or otherwise preparing and delivering replacement Series A Notes) of the Bondholders.

Section 3. Offering Memorandum. It is determined hereby that the manner of sale and the terms of the Series A Notes, as provided in this Resolution and the Eighth Supplemental Indenture, are consistent with all legal requirements and will carry out the public purposes of the Act.

The use and distribution of the Offering Memorandum relating to the Series A Notes substantially in the form now on file with the Board by the Dealer is hereby approved and authorized. The Board has not confirmed, and assumes no responsibility for, the accuracy, sufficiency or fairness of any statements in the Offering Memorandum contained in Appendix B thereto.

Section 4. Allocation of Proceeds. The proceeds from the sale of the Series A Notes, including any accrued interest, shall be allocated, deposited and applied as follows:

(i) To the Bond Fund, accrued interest, if any, received on the sale of the Series A Notes;  
and

(ii) To the Note Program Fund, created pursuant to Section 5 of this Resolution, the entire remaining amount of the proceeds of the Series A Notes, to be applied to the purposes of that Fund, including transfers from that Fund authorized by the Act and to pay costs and expenses associated with the issuance of the Series A Notes.

Section 5. Note Program Fund. There is hereby created by the a fund to be maintained in the custody of the Treasurer and designated the "Note Program Fund." The Note Program Fund shall be funded from the proceeds of the sale of the Series A Notes. Such proceeds shall be used for the payment or reimbursement of a portion of the costs and expenses relating to the Series A Project and costs and expenses associated with the issuance of the Series A Notes. The Note Program Fund shall not constitute a Special Fund and shall not be pledged to the payment of Bond Service Charges.

Moneys held in the Note Program Fund, including all investment earnings thereon, pending disbursement from the Note Program Fund shall be invested in Authorized Investments specified in Section VIII of the Non-Endowment Investments Policy of the University, as the same may be amended from time to time. The University may establish such accounts in the Note Program Fund as are necessary or desirable to carry out the requirements of the Eighth Supplemental Indenture.

The Treasurer shall maintain such books and records with respect to disbursements from the Note Program Fund so as to enable the Treasurer to determine the name of any payee of any such disbursement, the date on which such disbursement occurred, the amount of such disbursement and the purpose for which such disbursement was made. Investment earnings on the funds on deposit in the Note Program Fund may, at the discretion of the University, be paid to the Trustee for deposit in the Bond Service Account in the Bond Fund to be used to pay Bond Service Charges on the Series A Notes.

There shall be established in the Note Program Fund the following accounts:

(i) The Costs of Issuance Account, from which shall be paid the costs of issuance of the Series A Notes;

(ii) The Project Account, from which shall be disbursed such portion of the proceeds of the Series A Notes necessary to pay costs of the Series A Project.

**AUTHORIZATION, ISSUANCE AND SALE OF  
GENERAL RECEIPTS COMMERCIAL PAPER NOTES  
SERIES A OF THE OHIO STATE UNIVERSITY (contd)**

The Treasurer shall designate in writing, either in the Eighth Supplemental Indenture or otherwise, the allocation of the proceeds of the Series A Notes to each of the foregoing accounts.

Upon the determination by the Treasurer that the costs incurred in connection with any item listed in Section 1 hereof in the definition of Series A Project (each a "Component") to be paid from the Note Program Fund have been paid in full or provision for such payment has been made, the University may use any remaining moneys on deposit in the Note Program Fund with respect to such Component to fund the costs of other Components or to fund the costs of additional projects constituting University Facilities (each, an "Additional Project"). Moneys remaining on deposit in the Note Program Fund after the completion of the Series A Project and any Additional Projects shall be used by the University in any manner which, in the opinion of Bond Counsel, shall be permissible under the Act and the Code.

Section 6. Application of Bond Proceeds. The University covenants that the use of the proceeds of the Series A Notes will be restricted in such manner and to such extent, if any, as may be necessary, after taking into account reasonable expectations at the time of delivery of and

payment for the Series A Notes, so that the Series A Notes will not constitute "arbitrage bonds" under Sections 103(c) and 148 of the Code. The Treasurer of the University, or any other officer having responsibility with respect to the issuance of the Series A Notes, alone or in conjunction with any other officer or employee of or consultant to the University, will give an appropriate certificate of the University for inclusion in the transcript of proceedings for the Series A Notes setting forth the reasonable expectations of the University regarding the amount and use of those proceeds and the facts and estimates on which they are based, all as of the date of original delivery of and payment for the Series A Notes.

The University further covenants that it will take all actions required to maintain the exclusion from gross income for purposes of federal income taxation of interest on the Series A Notes and will not take or permit to be taken, any actions which would adversely affect such exclusion under the provisions of the Code that apply to the Series A Notes; and the Chairman or the Treasurer and other appropriate officers are hereby authorized to take such actions and give such certifications as may be appropriate to assure such exclusion from gross income of interest on the Series A Notes.

Section 7. Further Covenants. In addition to the covenants elsewhere contained herein, the University further covenants as provided in Section 13 of the Series 1985 A Bond Resolution, which covenants are incorporated herein as if fully set forth herein.

Section 8. Eighth Supplemental Indenture and Other Documents. In order to better secure the payment of the Bond Service Charges as the same shall become due and payable, the Chairman, the President of the University, the Secretary of the Board and the Treasurer, or any one or more of them, are authorized and directed to execute, acknowledge and deliver to the Trustee and the Dealer, in the name and on behalf of the University and pursuant to the Indenture, the Eighth Supplemental Indenture and the Dealer Agreement, respectively, each in substantially the form submitted to this Board, or to such officers on behalf of this Board and the University, and such documents are hereby approved, with such changes therein as are not substantially adverse to the University and as may be permitted by the Act and approved by the officers executing the same on behalf of the University. The Eighth Supplemental Indenture shall also include the form of the Series A Notes (the "Form of Note"), attached thereto as Exhibit A. The execution of such documents by any of the officers shall conclusively evidence that the officers and the Board approve such changes and that such changes are not substantially adverse to the University.

Each of such officers is further authorized to execute and deliver on behalf of the University such other certificates, documents and instruments as are necessary in connection with the acts authorized by this Resolution.

**AUTHORIZATION, ISSUANCE AND SALE OF  
GENERAL RECEIPTS COMMERCIAL PAPER NOTES  
SERIES A OF THE OHIO STATE UNIVERSITY (contd)**

Section 9.      Open Meeting Determination. It is found and determined that all formal actions of the Board concerning and relating to the adoption of this Resolution were adopted in an open meeting of the Board, and that all deliberations of the Board and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements including Section 121.22 of the Ohio Revised Code.

Section 10.      Effective Date. This Resolution shall take effect and be in force immediately upon its adoption.

Upon motion of Mr. Brennan, seconded by Mr. Colley, the Board of Trustees adopted the foregoing resolution with six affirmative votes cast by Messrs. Celeste, Colley, Brennan, and Slane, Judge Duncan, and Ms. Longaberger; and three abstentions by Messrs. Skestos, Patterson, and Sofia.

--0--

President Kirwan:

In addition, we are recommending two easements, item #17: 1) the Ohio Edison Company, and 2) the Columbus and Southern Electric Company.

**EASEMENTS**

Resolution No. 99-23

THE OHIO EDISON COMPANY  
MOLLY CAREN AGRICULTURAL CENTER AND  
COLUMBUS AND SOUTHERN ELECTRIC COMPANY  
2470 NORTH STAR AVENUE

Synopsis: Authorization to grant renewal easements across University property is proposed.

WHEREAS the Ohio Edison Company has requested a 25-year renewal easement consisting of a total of 4,672 feet of land located at the Molly Caren Agricultural Center in Madison County, Ohio, for electric transmission lines to serve the Farm Science Review buildings on the property; and

WHEREAS the Columbus and Southern Ohio Electric Company has requested a 25-year renewal easement consisting of a strip of land 15 feet in width and 1,160 feet in length for the purpose of serving University property at 2470 North Star Avenue; and

WHEREAS the appropriate University offices have recommended the approval of these easements:

NOW THEREFORE

BE IT RESOLVED, That the Vice President for Business and Administration be authorized to request the Deputy Director of Public Works of the Department of Administrative Services, pursuant to his/her statutory duties, to act for and on behalf of the University in developing the necessary legal instruments to provide for these easements.

Upon motion of Mr. Skestos, seconded by Mr. Colley, the Board of Trustees adopted the foregoing resolution with eight affirmative votes cast by Messrs. Celeste, Colley, Skestos, Brennan, Patterson, Sofia, and Slane, and Ms. Longaberger, and an abstention by Judge Duncan.

(See Appendix VI for maps, page 101.)

--0--

President Kirwan:

Mr. Chairman, I would like to ask Vice President Bill Shkurti to outline the Fiscal Year 1999 Current Funds Budget.

Mr. William Shkurti:

Thank you, Mr. President. The current funds budget is organized to support the academic priorities of the institution, which are improving the excellence of our academic programs, improving the student experience, inside and outside of the classroom, and providing the additional resources necessary to do so.

This is really the fifth time the budget or a part, there of, has appeared before the Board. In previous sessions, we took a look at how Ohio State compares to benchmark institutions regarding its revenues and compensation, and the Board has previously approved the compensation and the first vote on tuition. State law requires a second vote when tuition is increased more than 4 percent, and that is also included in this resolution.

Mr. Shkurti: (contd)

We feel the budget, as it has been presented to the Board, represents a tremendous opportunity for the University to continue to move forward in the priorities that the President outlined earlier this morning. We recommend this resolution for approval.

Mr. Celeste:

Are there any questions of Mr. Shkurti?

#### **FY 1999 CURRENT FUNDS BUDGET**

Resolution No. 99-24

Synopsis: The budget for fiscal year 1998-99 is proposed.

WHEREAS the levels of resources have been identified for the second year of the 1997-99 biennium; and

WHEREAS current legislation requires a second separate vote for any tuition increases above 4 percent for the combined General and Instructional Fees for in-state undergraduates; and

WHEREAS an increase of 4 percent in the combined General and Instructional Fees for in-state undergraduates was previously approved at the June 5, 1998 Board meeting, along with General, Instructional and Non-resident fees for all other levels of students; and

WHEREAS an additional increase of 2 percent must be approved on a contingent basis in a separate vote; and

WHEREAS appropriate planning and consultation within the University has been accomplished; and

WHEREAS the President is now prepared to present the 1998-99 budget:

NOW THEREFORE

BE IT RESOLVED, That tuition and fees be increased for in-state undergraduates as specified in the accompanying materials; and

BE IT FURTHER RESOLVED, That the University's Current Funds Budget Summary for fiscal year 1998-99, as described in the accompanying text and tables, be approved, with authorization for the President to make expenditures within the projected income levels; and



**FY 1999 CURRENT FUNDS BUDGET (contd)**

BE IT FURTHER RESOLVED, That the Secretary be instructed to incorporate all supporting documents into the minutes of this meeting, and to file these materials with the official records of this University.

Upon motion of Mr. Brennan, seconded by Mr. Sofia, the Board of Trustees adopted the foregoing resolution by unanimous roll call vote, cast by Messrs. Celeste, Colley, Skestos, Brennan, Patterson, Sofia, and Slane, Judge Duncan, and Ms. Longaberger.

(See Appendix VII for background information, page 103.)

--0--

**STUDENT RECOGNITION AWARD**

Ms. Lowe:

It is my pleasure to introduce to all of you this morning, our July Student Recognition Award recipient, John Lawton, known as "JB" to most of us. JB is completing his doctoral studies in the Department of Theater, where he has been a contributor both in and outside the classroom. Not only has JB been a successful graduate student and recitation instructor in his department, he has also been very active in the College of Arts as a student government representative and as the founder of an arts advocacy group within the College of the Arts.

JB's energies extend well beyond his department and college. He has been a graduate assistant in the Office of the Graduate School for the last two years, and just recently received the 1998 Graduate School Leadership Award. As one of his recommenders commented, "JB has redefined what it has meant to be involved legislatively within the University and outside of it."

One of his most prominent roles involves his work with the Council of Graduate Students, for which he has been a member of the Executive Committee responsible for legislative affairs. Similarly, he has served on the University Senate Legislative Affairs Committee as its chair. In this role, JB joins only a handful of students who have chaired University Senate Committees.

On campus, JB has been a powerful advocate for mobilizing students to be active in the politics of their community and the coordinator of a very successful voter registration and student volunteer recruitment drive. JB's leadership in this organization helped the OSU Council of Graduate Students win the Legislative Activities Award in 1997 from the National Association of Graduate and Professional Students. Beyond the campus, JB has served as the national chair of Legislative Concerns for the National Association of Graduate and Professional Students, the largest graduate student organization in America.

Although JB will complete his degree in December, I expect to hear his voice speaking on behalf of higher education for a long time to come.

On behalf of the Board of Trustees, please join me in thanking JB for his service to Ohio State University.

Mr. John B. Lawton:

Thank you so very much for this award. As a theater student, I have to take a stage whenever I get a chance. I am also very relieved to have listened to the remarks that President Kirwan just made and I think his vision of this University fits exactly what I am going to be talking about.

### STUDENT RECOGNITION AWARD (contd)

Mr. Lawton: (contd)

I am honored by your recognition of me. It's wonderful to receive your endorsement of my work. I hope you will continue to encourage students like me to be politically active. More, I hope you will encourage the entire University community to be active. Because, unfortunately, activism is just what is needed right now.

The Ohio League of Women Voters recently released a study noting that Ohio is 40th in the nation in state funding for higher education. And in the wake of the defeat of Issue 2, no one knows for sure what will happen to state funding for Ohio's colleges and universities in the future. If we are going to achieve our goal of seeing OSU become one of the nation's top ten public universities in the next ten years, we need to be proactive advocates to the elected officials in the Statehouse and to all of the citizens of Ohio.

But that's only half the battle. We need to talk to the people in Washington, DC, too. And now more than ever. Just this week the Senate has been voting to reauthorize the Higher Education Act. That authorization however will be all but irrelevant, if Congress doesn't back up its actions with money in the budget. And there is where the problem hits home for us here, in particular.

Congressman John Kasich, an OSU alumnus, who considers the University community part of his constituency, has proposed a FY '99 budget that disproportionately hits higher education funding over the next five years. Perkins loans, State Student Incentive Grants, and the Byrd Honors Scholarship have been zeroed out. The few graduate grant programs remaining within Title IX of the Higher Education Act have been eliminated.

Why? The sad and simple truth is that the higher education community appears to be a vulnerable target, or at least Representative Kasich thinks so. An article in this week's *Chronicle of Higher Education* quotes him as saying, "Higher education couldn't organize its way out of a paper bag."

I hope and believe that Representative Kasich is wrong. I hope that we can organize ourselves in order to better explain to him and to his fellow legislators why an investment in higher education is an investment in this country's future. If we can't, we've got no one to blame but ourselves. If we can't be advocates for higher education, who can?

And there is nothing wrong with being an advocate. As Constance Ewing Cook reminds us in her new book Lobbying for Higher Education, lobbying is not a dirty word. "It is legitimate and important for a policy community to have its voice heard in Washington, and for legislators who are making decisions that will affect a group to hear how the decisions will affect that community."

Ladies and gentlemen, as Trustees of this great University, you are in a unique position to speak for our community. You are better aware than most how decisions made by legislators will affect us all. I hope you will share that insight as you talk to those legislators and other civic leaders. Please make our concerns part of the national and state political dialogue.

But as Trustees you are also in a unique position to speak to our community. You have spoken to me today by recognizing me with this award. I hope that you will continue to encourage all of us to rally together on our own behalf. We all know what a valuable institution we have in Ohio State. Help us share that knowledge with the world.

Thank you.

### **STUDENT RECOGNITION AWARD (contd)**

Mr. Celeste:

Thank you very much, JB.

--0--

### **STUDENT GOVERNMENT REPORTS**

Ms. Kathleen Carberry:

Good morning. IPC would like to welcome President Kirwan to The Ohio State University and thank Dr. Sisson for his year of service.

In June, IPC sent two representatives, Travis Harker and Peter Rosel, to the National Association of Graduate and Professional Students (NAGS) Conference in Washington DC. The emphasis of this trip was to work with Senator Tom Harkin on the Higher Education Act, which would eliminate the one percent insurance fee paid by students on Subsidized Federal Family Education Loans and reduces the total origination fee on direct loans from four percent to three percent.

In short, the goal of the IPC representatives was to help reduce the total debt for students receiving loans. National issues will continue to be an emphasis for IPC and they look forward to working with CGS on a graduate and professional school voter registration drive that will allow students to become individually involved with NAGS.

Also, IPC supports the College of Optometry's campaign to increase the funding that the school receives. One goal of this campaign is to increase the percent of student tuition that goes directly to the College. This campaign began last spring and will continue to develop through next fall.

IPC has a new office and will make their move from Room 305, to Room 306 in the Ohio Union. This move is a small jump to a much bigger space. Further, they are currently working on a fundraising campaign in order to purchase two computers and furniture for this office.

This August, IPC will have a summer conference to finalize their agenda, budget, and schedule for the upcoming year. Their intention is to hit the ground running when Autumn Quarter begins.

Next, the Undergraduate Student Government welcomes President Kirwan to his first Board of Trustees meeting as President of The Ohio State University. USG would also like to express its gratitude for Dr. Sisson's service as Interim President and would additionally like to inform him that they are all taking his class this spring.

During this past month, USG has devoted substantial time into prioritizing their requests for set aside allocation and advocating for initiatives of great importance to students. Additionally, USG is pleased with the recommendations that the Office of Finance forwarded on to the Board for vote today. They are confident that the initiatives that the Office of Finance suggested funding will significantly impact students' lives. Additionally, they would like the Board to note that the Office of Finance did a great job of considering students' priorities and involving students in the allocation process.

USG has begun an initiative to create a student discount card. The card will be of no charge to students and it will provide discounts for twenty businesses in the University

## **STUDENT GOVERNMENT REPORTS (contd)**

Ms. Carberry: (contd)

district. It will expire after the 1998-99 academic year, at which time they will evaluate its usage and merits, and decide whether to make the card an ongoing USG service.

USG is putting the final touches on their Student Safety Guide that will be distributed to students beginning Autumn Quarter. The guide highlights the best lighted walkways on campus and within the University district. Additionally, it identifies the location of the blue emergency phones throughout campus and also marks the Ohio State and COTA bus stops. The guide also provides crime prevention tips and emergency phone numbers, and is produced in memory of the Ohio State fallen police officer, Michael Blankenship.

Also, USG is finishing its Teacher Evaluation publication. This booklet displays the student evaluation of instruction survey that students complete at the end of each course. Currently, USG only prints the evaluations of instructors that permit them to do so. But according to the State of Ohio Open Records Law, these evaluations are public information. USG feels that students have a right to view these evaluations not only because they pay to take these courses, but also because they are primarily citizens of the State of Ohio and it is their right.

Accordingly, USG will work with instructors and departments in the coming year with the goal of printing every evaluation for the following publication. It is very important that the booklet highlights excellent instructors. Therefore, USG requested that the participating teachers for the coming publication provide information regarding grants, accolades, and awards.

Also, USG is currently planning a voter registration drive for this autumn. The drive will be campus-wide and will not only register students, but educate them on their rights to vote and the importance of exercising such rights.

Finally, the Council of Graduate Students wish to welcome President Kirwan and deeply appreciates the service of Dr. Sisson this past year. CGS has ambitious goals for the coming year, which we will work on at our executive retreat to be held at the end of this month. Among these goals will be attention to the international graduate student experience -- helping these students adjust to life at Ohio State -- and to evaluate the quality of programs for graduate teaching assistants and make recommendations.

We are also planning a leadership conference, along with the Student Leadership Council in the College of Education. We are eager to work with the University on living/learning communities, which will rely in part on the experience and expertise of graduate students to help mentor undergraduates at the University.

Some of our on-going programs include: planning the new graduate student orientation this fall; working with USG and IPC on the voter registration drive and other legislative issues; and the completion and subsequent recommendations of the G-QUE report, which some of you heard earlier.

We recently moved our offices to the Ohio Union and would like to thank Samantha Cothorn of the Ohio Union for making this process seamless. We are already in closer contact with other student organizations, including USG and IPC, and other student groups, as well as the Office of Student Affairs.

That completes my report.

## **STUDENT GOVERNMENT REPORTS (contd)**

Mr. Celeste:

Any questions of Kathleen? Thank you very much.

Ms. Carberry:

Thank you.

--0--

## **REPORT ON STRATEGIC INDICATORS**

President Kirwan:

One of the things, as a newcomer to the community, that has impressed me so much is the rigor with which the institution is pursuing this goal of improved academic quality. I think the development of these benchmarks that we are going to hear about is a very important step and it reflects the quality of thought and the sense of purpose that really pervades the institution as we move towards this goal.

Back in February, the Board had an initial discussion about the development of benchmarks, and Ed Ray and his colleagues have been working in intervening months to take this another step forward. I'd now like to call on Ed Ray to report to us on strategic indicators.

Dr. Edward Ray:

Thank you, Mr. President. I'd also like to point out that Alice Stewart and Bill Shkurti are here to help me with the presentation.

As you mentioned, Mr. President, we had a presentation to the Board in February in which we talked about benchmark institutions. We promised then that we would come back to take this discussion of benchmarking and the use of performance measures to the next level.

We have talked in a number of different contexts about the goal of being among the top ten public universities in this country. It is a clear enough -- and I think many believe an approachable enough -- target that it helps, in a sense, energize a lot of efforts that are moving us in that direction. But I want to make a couple of points clear before we get into talking about the specific numbers and performance measures.

First and foremost, this is not about bragging rights. This isn't about saying that we are number ten or we are number fifteen or anything of the sort. This is about providing the people of Ohio with the highest possible quality of skilled citizens that the state will need to compete economically in the next century and contributing our utmost to their quality of life.

We'll talk a little bit about specific measures that we've been considering and how they might play a role in our list of strategic indicators. But, again, I want to remind us that first and foremost, we must develop our own checklist of what it means to be in the Top 10 that reflects our mission and values. So the task we're about here is much more demanding and rewarding, I believe, ultimately than simply finding out what the ratings game is about and how we could win it.

How are we going to get there in terms of setting our objectives and getting the job done? There are a lot of pieces that we've talked about at different Board meetings

## REPORT ON STRATEGIC INDICATORS (contd)

Dr. Ray: (contd)

and elsewhere. There has been some mention already of the leadership agenda that has helped us to identify specific action areas and individuals responsible for progress in those areas with regard to the academic programs, the student experience, and our resource management issues. The student recruitment and retention plans have been discussed.

Recently the Research Commission issued its report and it offers tremendous insights and challenges that we'll be trying to address in the months and years ahead. There is a Faculty Development Report in process that will play an important part in helping us not only to recruit, but retain the very best faculty. We heard reports this morning on CUE, on G-QUE, and a discussion about where I-QUE is going. We have a library taskforce that's come in with a report recently with some very provocative and challenging suggestions.

How are we going to pay for all of this? There are a number of things that we are doing. In the earlier budget presentations to the Board this year, we talked about the various benchmarks for financial resources and how we compare to other institutions. It is important to do a reality check and have a sense of where we are. In the annual budget process, we try to relate what we propose to do with budgets, with what we have identified as our objectives, and to provide a logical and rational way to which we bring resources to bear on the problems that we have.

We have had some discussions for three years now about the budget restructuring process. And I expect that this fall, we will have a much more focused and engaged discussion about how we might do budgets differently around here to serve our objectives of becoming one of the truly leading public universities.

How will we know when we get there? Well that is part of what we are going to talk about today. If you are not willing to benchmark and look at performance measures - - both against yourself in the past and against the best in class, whatever the class is you are competing in -- you are never going to know really where you stand. We'll be talking today about University-wide strategic indicators that are in process. Alice Stewart and her staff have been doing an extraordinary job helping us make progress in that regard.

We are also working with the colleges on college-specific indicators. And, again, Alice and her staff have done a terrific job working with the colleges to help them define appropriate measures for themselves, track down data, and begin the very difficult task that we ultimately will have to perform. Really articulating the efforts that are going on at the department and college-level with what has to happen at the University-level. So having said all that, let me stop and ask Alice to get us into the specifics.

Dr. Alice Stewart: [overhead presentation]

Thank you for having us back. I'm excited to be back and speak to you again about our progress on the benchmarking project.

One thing that I do want to tell you is that what you are going to be seeing today is just one piece of what we have been working on. We've collected a lot of data in the last six months. The other piece of good and interesting news is that once we identified those benchmark institutions, a lot of people started contacting my group to learn more about the benchmarking process, to say, "How can we get involved?"

## REPORT ON STRATEGIC INDICATORS (contd)

Dr. Stewart: (contd)

So in addition to the work that we've been doing, there are other areas on campus -- specifically, University Technology Services, the President's Council on Outreach and Engagement, and Career Services -- who are saying, "Hey, this is a good idea. Let's see if we can organize and coordinate our efforts." So one piece of good news is that this identification of benchmarks has really spawned a lot of interest at the University.

Basically, what we're trying to do now is use the data that we've created to identify more clearly what types of conversations we need to be having around the University in order to more clearly articulate where we want to go. As you can see, our target is, "What does it mean to be a top ten public university?" Our goals have been articulated: 1) we want academic quality; 2) we want to enhance the student experience; and 3) we want fiscal responsibility.

Now after sitting in many meetings with various people around the University, as well as looking at a lot of data these past six months, we have come up with four strategic tasks that we need to grapple with as a university. The first two are: 1) increase the value and visibility of OSU in the State of Ohio, the nation, and internationally; and 2) increase revenue generation from state and non-state sources. I know that these are things that we have some general consensus around. You have heard lots of reports from different areas around the University and this should probably strike a consistent note.

The last two strategic tasks are: 3) sharpen the academic focus to determine, "What we mean by Top Ten?"; and 4) redefine the "Access Mission" of OSU in the context of pursuing the "Top 10" goal. These are two goals where there may not be quite as much consensus. There is a lot of discussion around these two areas and I think that they are very consistent with President Kirwan's objective of trying to determine, "What does it mean to be a land-grant university in the 21st Century?"

But in dealing with these four strategic tasks and grappling with this, we need to have some data to support or inform the discussions that are going along on this particular list. Part of that is identifying what types of things we want to look at to see: 1) how it informs these particular discussions; and 2) to see where our progress is occurring. That is where we are going with the presentation today.

What I have brought for you is just a sample set of strategic indicators. These are certainly not everything that we have looked at. We've looked at a wide array of data, some of it is consistent with what we already have known and some pieces are probably a bit of a surprise. We keep looking for more data. We keep looking for ways to move from the traditional data that we have all seen, to data that helps us to understand the process of what is going on.

As you can see, the good news is we picked a good group of benchmarks. These universities are obviously of high quality. We do, however, find ourselves in a position where we are at the lower end of some of the lists.

A bright spot in our analysis is that even though we have a ways to travel in terms of our student diversity, we are making strides there and I think we should feel very proud of that. In the quality of our students -- the top ten percent of the high school class, or in terms of our student outcomes -- as you all know and have heard from other sources, we need to continue to make progress.

I would also like to tell you that we have been working not just on looking at these particular pieces of data -- which I know you have seen in other forms and from

## REPORT ON STRATEGIC INDICATORS (contd)

Dr. Stewart: (contd)

other parts of the University -- but we've also tried to start to work toward getting an idea of what causes some of these retention rates. What causes these graduation rates to be this way?

Part of our efforts these past six months have generated what is called a "Campus/Student Survey" that we are doing in conjunction with several other universities. It is sponsored by the Higher Education Research Institute at UCLA. So we are part of that assessment. We've gotten an interesting sample of University students. Probably in another six months, we'll be able to come back and give you some idea of the student experience pieces that are missing from this list right now. Hopefully, we will tie that to some of the data that we already have about retention and graduation.

Other areas that we are looking at are the academic impact, our financial performance, and our position relative to our peers on these particular criteria. Again, we have a challenging position. OSU is positioned to be one of the top ten public universities in the country. There is no doubt about that, but as you can see from looking at our benchmarks we do have a ways to go.

One additional point here -- I know that you have seen some of this data in the Research Commission Report regarding market share, citations, or patents and licensing. As part of our benchmarking efforts, we are collecting more data and we are pushing toward trying to understand what do we need to do to make that research market share go up. What do we need to do in terms of focusing on our patents and licensing? What types of patents and licensing seem to be working in some of these other universities? So we are trying to push to that next level.

Now there are two things that we can do with this data that I think are pretty interesting. One is to say, "We have this data, what can it tell us about what we need to do? What will it take to move OSU up in the rankings? What will it take to move us up to the next level?" And we define the next level as trying to hit somewhere between number eight and fourteen. We can't say specifically we're going to shoot for number ten exactly, but if we followed this particular line of reasoning, it should land us somewhere between number eight and fourteen.

In terms of our teaching impact indicators, the student profiles, and student outcomes, you can see we really aren't that far away. In only one area -- which is the area of the students in the top ten percent of their high school class -- is there a substantial magnitude of increase necessary. In all of these other areas, these are very achievable goals. I think one of the pieces of good news is that we really aren't that far away. I think it requires a little more focus and attention to what we are doing.

We are a little farther down when it comes to research market share, citations, and patents and licensing. But I think these also represent achievable goals. These are not impossible tasks. It's very difficult to move the federal market share when the federal research dollars have been as tight as they have been in the past. The good news is that some of that is starting to free up because of the budget surpluses and there will be more investment at the federal level into the NSF and NIH. So I think it's going to be possible to capture some of that research money in the future than it has been in the past decade.

I combined patents and licensing purely for simplification purposes, but in some cases we are not as bad off as it might seem. Just in terms of patents by themselves, we



## REPORT ON STRATEGIC INDICATORS (contd)

Dr. Stewart: (contd)

probably are closer to the middle of the pack. We are lower in licensing. So I do think that, again, we have some achievable goals. We are not so far away that we can't hit that top ten.

The second thing that we can do with the benchmarking information is to start thinking about what kinds of issues it raises? What does it inform? And how can it help us have conversations around these issues in such a way that we can clearly articulate or define some of the trade-offs that we have to grapple with as a university? This is just an example, but one of these issues is framed this way, "Should OSU's 'Access' focus be on traditional students or other learning populations?" I think there is a choice here that we may have to grapple with. Is access about our new entering fall quarter freshmen or is access about lifelong learning? I think that's a decision that OSU has to make and something we have to think about.

We seem to be in the middle of the pack relative to our benchmarks. I didn't put all of the benchmarks on here because it would look a bit confusing that way, but here represents the low end and here represents the high end. We certainly are a big distance away from the low end on some of these parameters, but we also are a far distance from the high end -- especially in terms of part-time students and non-traditional students.

The University of Minnesota is an outlier. They're the only ones that have such a high percentage, but they have a very interesting part-time program. As part of the benchmarking process, we visited Minnesota -- in conjunction with another conference that we were attending -- and actually talked to the people there about their part-time program. We asked them how they do that, what types of programs they have, and how they actually administer that system. So we are doing some of this more in-depth benchmarking that the Board asked about at our last meeting.

I think the issue is that at some point we might need to make a choice, because what we seem to find is two or three subgroups within this group of nine. Sometimes it looks like a group has moved in one direction and the rest have moved in another direction. Often we see that OSU is in the middle. We haven't really established that we're going to go this way or we're going to go that way. We are a comprehensive university and historically that has meant that we've tried to do a little bit of everything. It may be that we've reached the juncture where we need to make some decisions about moving more strongly in one direction or another.

Mr. Celeste:

Do you have any category that would include the distance learning students as they fit into those criteria?

Dr. Stewart:

I don't have any hard data. I would say that they tend to fit into the non-traditional and part-time categories. I only say that not as hard data, but in terms of reading about some of the other universities that have moved more strongly in that direction. They don't tend to be your traditional 18 to 22-year olds. They tend to be people who are coming back to school or people who are trying to fit school in around a job activity or continuing education opportunities.

## REPORT ON STRATEGIC INDICATORS (contd)

Dr. Stewart: (contd)

UTS is in the process of developing some information on distance learning relative to our benchmark universities. I think that we are at the table within that conversation and they're going to have some more information on that. We're working with them to create an ongoing data collection mechanism so that we can answer that question a little bit better.

Dr. Ray:

Just to close the formal part of this and throw things open for discussion, let me remind us where we've been the past year. We developed a group of benchmark institutions. For comparison purposes, we've had a dialogue with the colleges

regarding college-specific benchmark institutions and strategic indicators. From the campus-wide discussions, a consensus seems to be emerging around two issues: 1) the University can and should aspire to be one of the country's top ten public institutions; and 2) although resources alone will not achieve this goal, more resources will be needed from a variety of sources. Finally, a leadership agenda was established to link strategic goals and operational activities.

Over the next year, among the things that need to be accomplished, the University needs to more clearly articulate a strategic focus, particularly, as it applies to what we mean by top ten. I might say in that regard -- among other summer projects -- Bill and I are working on another draft of what we mean by top ten and that will be integrated into the discussion of the budget restructuring process. Because if we are going to talk about how to make budgets more responsive to our needs, we have to clearly define what it is we are trying to achieve, and how the budget process can support that. The appropriate role played by access in this strategy is something that we need to come back to.

As specific goals for the University are defined, strategic indicators for the University and individual colleges will need to be refined and integrated, as we suggested earlier. And the leadership agenda needs to clearly link efforts such as the Research Commission and the budget restructuring process into the strategic focus.

Let me stop there and see if Bill or Alice would like to add anything and then we will entertain questions if you have any.

Mr. William J. Shkurti:

Ed, just let me add two things. One is that the strategic indicators that Alice put up on the screen were used as an illustrative purpose to give you a sense of where this all goes. As President Kirwan mentioned in his opening remarks, this is an initial discussion. This is a large campus and we want to make sure everybody has an opportunity to have input. So these indicators still need some discussion, particularly, on the college-level, as well as the University-wide level.

The second thing -- which is near and dear to my heart -- is that the indicators, as Ed mentioned, show that OSU is not as financially well-supported as perhaps some of the institutions we are competing with. It is important that as we move forward we acquire more resources, but I think it is equally important that we are using the resources we have in an appropriate way. This is not just about money; this is about what the University does for the people of Ohio. Although resources are a part of that, they are not an end in themselves. They are only a means, and it is important to stress that.

## REPORT ON STRATEGIC INDICATORS (contd)

Mr. Brennan:

I have one more question, Ed. Have you carried that very far?

Dr. Ray:

Well, for example, the *U.S. News and World Report* has looked at what are called, "ACT Adjusted First-Year Retention Rates" or "ACT Adjusted Six-Year Graduation Rates." The idea is -- as imperfect as the ACT tests are in measuring preparation for college and the likelihood of success -- that this is a way of anchoring, as best we can, the characteristics and the training that students bring to the bargain in terms of getting a college education, and then getting a sense of how the institution deals with that. Those are probably the two clearest examples.

We have been looking at that data and we can compare it with the benchmark institutions. A real challenge is to find other areas where we can do that same process of looking at value-added. We think that's an important part of the mission of this University, to provide value-added in a way that the more elitist institutions really aren't able to target.

Mr. Brennan:

I think that we all know that when the quality of the freshman class elevates, in terms of academic skills, the broader, good effect we will get out of their education. Which is a lot to be said for someone that isn't all that terrific and yet hits a homerun while he is with us. We recognize all of these colleges that we have, we are a big conglomerate. But it seems to me, that at least you could -- by college or on a pilot basis -- do some entrance testing or do some exit testing, and see how the student, who stayed the course, did with us. It has to be possible to do that.

Dr. Ray:

Yes. In fact, Alice might want to say something about this. There is a lot of work being done, particularly in the professional colleges where they get a sense of what the outcomes are of the student experience here. Part of what the University -- in particular, the Arts and Sciences -- is going to have to learn is how we can gain from the experience that professional schools have had in trying to assess the characteristics that students come to them with and what the outcomes are associated with that. Alice, I don't know if you want to say something?

Dr. Stewart:

I would add two things. One is, again, this Campus Student Survey. We pulled a sample and we will be able to look at issues of the student experience by college. So we are able to do comparisons by college and by student rank. Some of the information in that survey has to do with their experience in the school and their perception of how well they have progressed. I know it is a self-reported type of instrument, but at least we will get some sense from the students as to how they perceive their progress and what their future goals are for graduate school and so forth. So we will have some data on that.

Also, in cooperation with Enrollment Management, we are trying to figure out what the different types of retention and graduation rate issues are in different categories. We did a bit of a study last fall where we looked at the initial high school rank and GPA and connected that to retention and found some interesting things, too. So we are sensitive to the fact that we don't need just top ten percent students and that there are some really hardworking students.

## REPORT ON STRATEGIC INDICATORS (contd)

Mr. Brennan:

Let me ask you a very specific question. Think of colleges who use the conventional experience to benchmark a beginning freshman class, test them on the standardized test, and test them on graduation. I don't care how you do it, but have a subjective measurement at Ohio State. You come to the engineering college and when you graduate we would be asked to substantially -- however you want to -- measure that. Nobody does this now, Ed. We've already talked about setting our own standards. I'd like to see us pursue this one.

Mr. Celeste:

Any other questions? Jim?

Mr. Patterson:

Yes. Alice hit on this a little, but the assumption or presumption is that if one is in the top ten percent of the class, scored high on tests, and has a National Merit Scholarship, that that translates into retention. Okay, Ed, you are shaking your head no. But if that doesn't translate into retention, why is it important to us that we get the top ten percent of the students? It seems to me, what we need to do is find out what kind of a student does graduate and go after that kind of student. I don't know what kind of a student that is, but we don't want the top ten percent student, just to have the top ten percent student. We don't want most of the National Merit Scholars, what we want are students who will graduate ultimately from this University.

Dr. Ray:

Let me make three quick points. One is, if you looked at students in the top ten percent versus students in other positions with regard to where they are in their graduating class, you would expect people in the top ten percent, as a group, to be retained longer and to have higher graduation rates than students below them. So there is an element of truth to that. It's not one-to-one.

Another thing that's interesting about groups and where they are relative to their high school graduation class -- and Texas is experimenting with this now -- there are ways in which school districts are carved up where diverse populations are over-represented in some areas relative to others. One of the things they're looking at is top ten percent, not so much because these are the kids who are in some automatic sense presumed to be the brightest, but kids who achieve relative to everybody else.

So usually kids who are pretty driven. We all know, it's not always the smartest guy on the block who gets ahead, it's the person who is bright, dedicated, disciplined, and works. So another way in which top ten percent serves as a signal, is it gives you some indication of who the hard workers are, and hard workers tend to be retained and graduate.

The third point is one of the things that we're honestly having to grapple with ourselves. If you remember when we started talking about selective admissions and really started implementing it in 1992, we had expectations of retention rates that were, in fact, a good deal better than the retention rates that we've experienced. It goes back to Bill's point about it's not just about resources, it's what you do with them.

Another thing we're having to grapple with -- and Alice and Jim Mager, and others are looking at this -- is why aren't we doing better with retention rates given the students that we're bringing in? Some of it surely has to do with what we're doing,

## **REPORT ON STRATEGIC INDICATORS (contd)**

Dr. Ray: (contd)

or what we're failing to do, as well. So all the onuses is not on the students who come in and what they bring with them in terms of their ultimate success, but what are we doing to assist them in succeeding. That is really a variant on David's point about what are we doing to provide value-added to their educational experience.

Mr. Shkurti:

Ed, if I can follow-up on one of the charts Alice showed. We know that one of the predictors of graduation is ACT scores. If you have more students with high ACT scores, you have a better graduation rate. So if you look at a place like Michigan, which attracts very qualified students and has a good graduation rate, that's wonderful. But we also know one of the things that impacts graduation rates are whether or not you have a lot of part-time students who work for a while, then quit, and then come back. OSU and Minnesota -- because they are in urban areas -- tend to have a lot of part-time students, which Michigan doesn't have. But are we doing less of a service than Michigan because we take these students who have to work longer and harder to graduate, but we graduate them, or are we doing a better job than Michigan? I think, David, that goes back to your point and was Alice's point about comparing some of these other factors.

This benchmarking exercise is really interesting in that it starts to get us to ask the right questions and to dig behind some of these numbers about what we want to be and what we want to do. This is a particularly good area that is rich for that. We need to have an additional discussion about what's unique about us, so that we don't just hate Michigan because they have good numbers, but rather we are doing something that really is a unique contribution.

Mr. Celeste:

Are there any other questions? This is certainly a very important topic and one which we will continue to discuss. We appreciate all the hard work that you are all doing in this area.

(See Appendix VIII for background information, page 159.)

--0--

## **APPRECIATION TO RICHARD SISSON**

Mr. Celeste:

There is another important item on the agenda. We did mention the fine service of Dick Sisson, but we also have a proclamation from Governor Voinovich that David Brennan would like to share.

Mr. Brennan:

Thank you, Ted. Dick, come on up here. I joined the Board in May 1993 and Dick came August 1, 1993, so we have been cohorts to Ohio State in that period of time. On a very personal note, I have enormous admiration for you and for all of your leadership.

The Governor has asked me to present something for him. It is a long recitation of your activities here, which I'm not going to read because they have already been covered this morning. He starts out by saying:

**APPRECIATION TO RICHARD SISSON (contd)**

Mr. Brennan: (contd)

"WHEREAS, it is incumbent upon the governor to honor those citizens who serve our state with distinction; and

NOW THEREFORE, I, GEORGE V. VOINOVICH, Governor of the State of Ohio, do hereby recognize the exemplary accomplishments of

J. RICHARD SISSON

on the occasion of his resignation from his positions as Interim President, Senior Vice President, and Provost of The Ohio State University. On behalf of all Ohioans, I extend my best wishes and appreciation for the dedicated and professional service Dick has provided the OSU community and our great state. His leadership and acuity will continue to inspire numerous Ohioans as he maintains his dedication to the improvement of higher education from the classroom. Thanks Dick, for a job well done!"

Signed,

George V. Voinovich

Mr. Celeste:

As you know, earlier in this meeting on the consent agenda, we appointed Dr. Richard Sisson to the Board of Trustees Chair in Comparative Politics. To mark this occasion, and to show our appreciation for your great work this past year, Dick, we have another chair to present to you. [Presentation of OSU Captain's Chair with The Ohio State University seal emblazoned upon it.]

Provost Richard Sisson:

I'm not going to say very much, but I am very honored to be presented with this and very honored to be an incumbent of the Trustees Chair. I have had no greater honor, nor will I ever, than to have served as the Interim President, the Senior Vice President, and Provost of this extraordinary University.

It's very rare in a person's life, that they come from a meager background to be launched into a land-grant university -- it is different now than when I first came here -- and then to come back as the chief academic officer, to serve as the chief executive officer, and then to return as a professor in the department from which they were launched in life. I'm deeply grateful. Thank you.

Mr. Celeste:

Dick, I should note that our colleague and your neighbor, Mike Colley, apologized that he had to leave early to catch a plane. He did have some kind words to share and he is putting them in a personal note to you.

--0--

July 10, 1998 meeting, Board of Trustees

Thereupon the Board adjourned to meet Wednesday, September 2, 1998, at The Ohio State University Fawcett Center for Tomorrow, Columbus, Ohio.

Attest:

William J. Napier  
Secretary

Theodore S. Celeste  
Chairman

May 12, 1997

THE OHIO STATE UNIVERSITY  
FINANCIAL CONFLICTS OF INTEREST POLICY  
FOR FACULTY

I. PREAMBLE

Faculty at The Ohio State University accept an obligation to avoid financial conflicts of interest in carrying out their professional work. This policy is intended to assist faculty members, including administrators with faculty appointments, in avoiding these conflicts. The patterns of administration of tenure initiating units and colleges may include conflict of interest policies specific to their mission composition, and sources of funding.

II. STATE AND FEDERAL LAWS AND REGULATIONS

Federal regulations require the University to adopt a policy governing conflicts of interest in research. In addition, faculty members should be aware that they are also subject to various provisions of Ohio law governing ethics and conflicts of interest in public employment. For example, as a general rule, a university employee may not have an interest in a contract involving the university. In addition, an employee may not use his or her authority or influence to obtain a contract between the university and a family member or business associate of the employee. A university employee may not accept compensation for the performance of his or her university duties from any person or entity other than the university. Finally, the Ohio Ethics Law prohibits university employees from accepting anything of value that will exert a substantial and improper influence upon them with respect to their university duties. Additional information about the requirements of Ohio law may be obtained by consulting the Office of Legal Affairs.

III. POLICY ADVISORY COMMITTEE

In consultation with the Faculty Council, the Provost shall appoint a Conflicts of Interest Policy Advisory Committee composed of six members, two from colleges in the health sciences, two from colleges in the arts and sciences and two from professional colleges (Business; Education; Engineering; Food, Agricultural and Environmental Sciences; Human Ecology; Law; Social Work). This committee shall periodically review the operation of this policy and make recommendations for change as needed. In addition, the Provost shall consult with the committee regarding particularly difficult or complicated conflict of interest situations.

IV. DEFINITION

For purposes of this policy, a conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting or reporting research.

V. POLICY

Faculty members, including administrators with faculty appointments, are expected to review their professional activities to determine if conflicts of interest may exist, and to avoid activities that entail or create a conflict of interest.



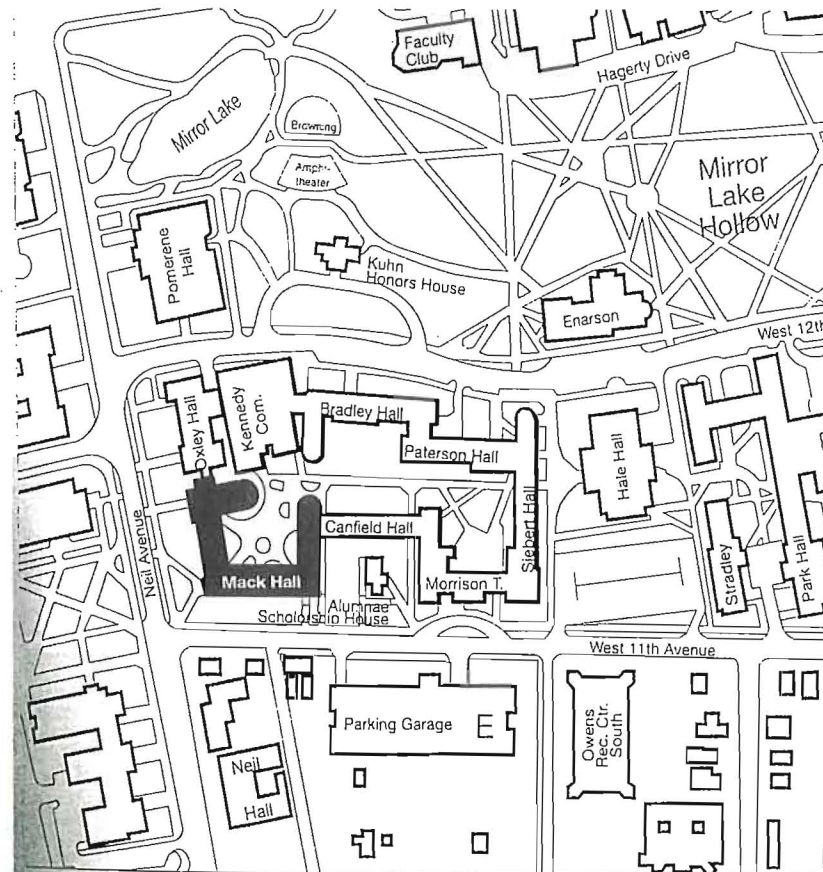
If a faculty member is engaged in externally funded research, performs consulting, or has other business interests that may create conflicts of interest, the faculty member shall report and manage the activity in a way that will avoid any conflict. The procedures for reporting and managing such activities shall be promulgated by the Office of Academic Affairs in consultation with the Conflict of Interest Policy Advisory Committee. If the activity cannot be managed to avoid the conflict, the faculty member must refrain from participating in the activity. Examples of situations that might entail or create a conflict of interest are presented below. The examples are by no means exhaustive, and are provided only as samples of some commonly encountered situations.

- Having significant involvement and/or financial interest in an entity that does business with the University.
- Participation in research that is funded by an entity in which the faculty member or the faculty member's family is involved or hold a significant financial interest.
- Entering into consulting agreements that purport to transfer to a private entity intellectual property that belongs to the University. (See the University's Policy on Patents and Copyrights for further detail.)
- Use of one's professional expertise to provide services that compete with services provided by an academic entity within the University.

The University encourages faculty authorship of instructional materials and does not discourage the use of such materials in courses in the faculty member's department. However, every academic unit should establish a policy appropriate to its circumstances that ensures that instructional materials are selected on their academic merit and also ensures that there is no significant conflict of interest or appearance of conflict of interest in the selection of such materials.

This policy shall apply to ongoing and future activities, research grants, projects or programs but not to completed purchases, past transactions or past research grants. The latter are subject to applicable University policies in place at the time these activities were undertaken. Failure to comply with this policy may result in the filing of a complaint against the faculty member under Faculty Rule 3335-5-04. If the conflict of interest involves a research project administered by the University, whether or not that administration is through the Ohio State University Research Foundation, any action legally required by the funding agency will also be taken.

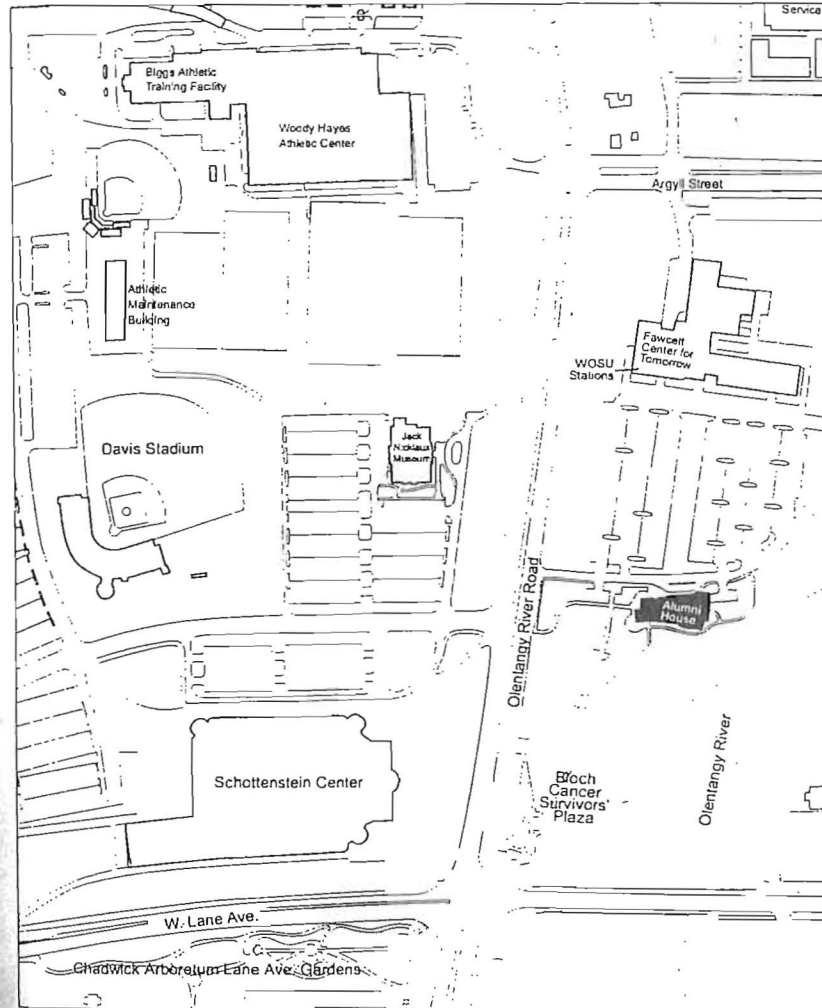
## Mack Hall - Phase 1



Office of Business and Administration  
Office of the University Architect and Physical Planning  
June 30, 1998



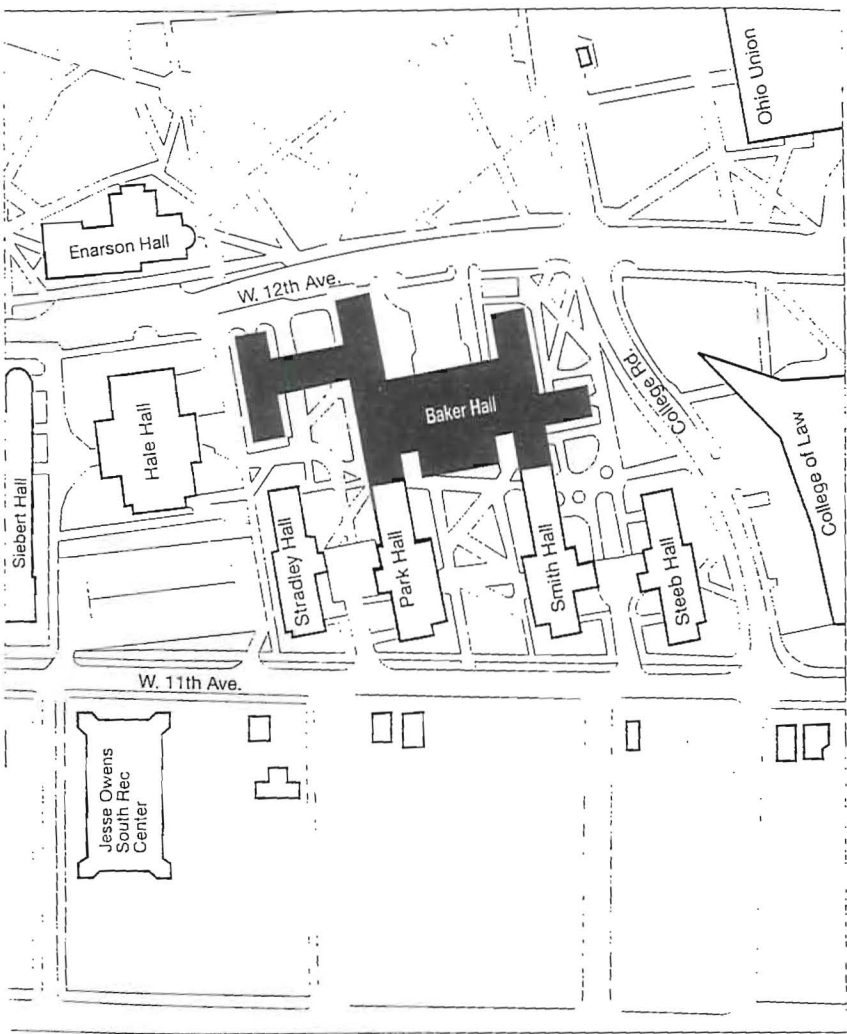
## Alumni House



Office of Business and Administration  
Office of the University Architect and Physical Planning  
December 8, 1997



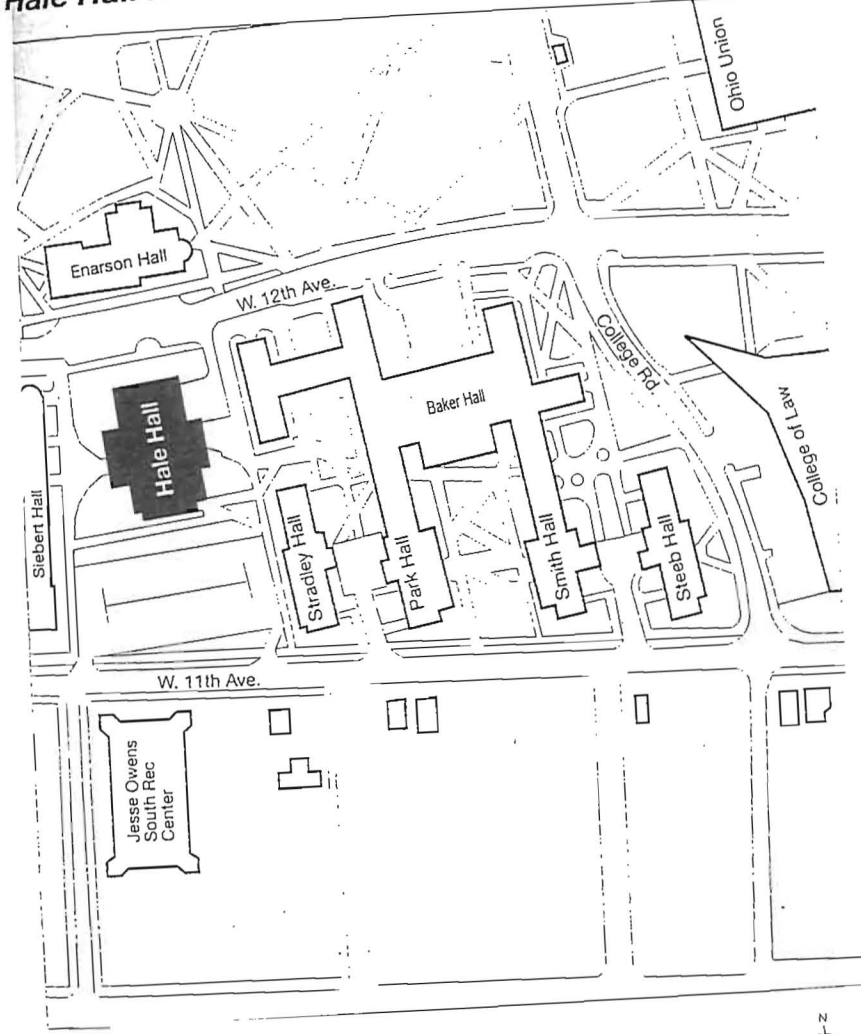
# Baker Hall Renovation



Office of Business and Administration  
Office of the University Architect and Physical Planning  
December 13, 1997



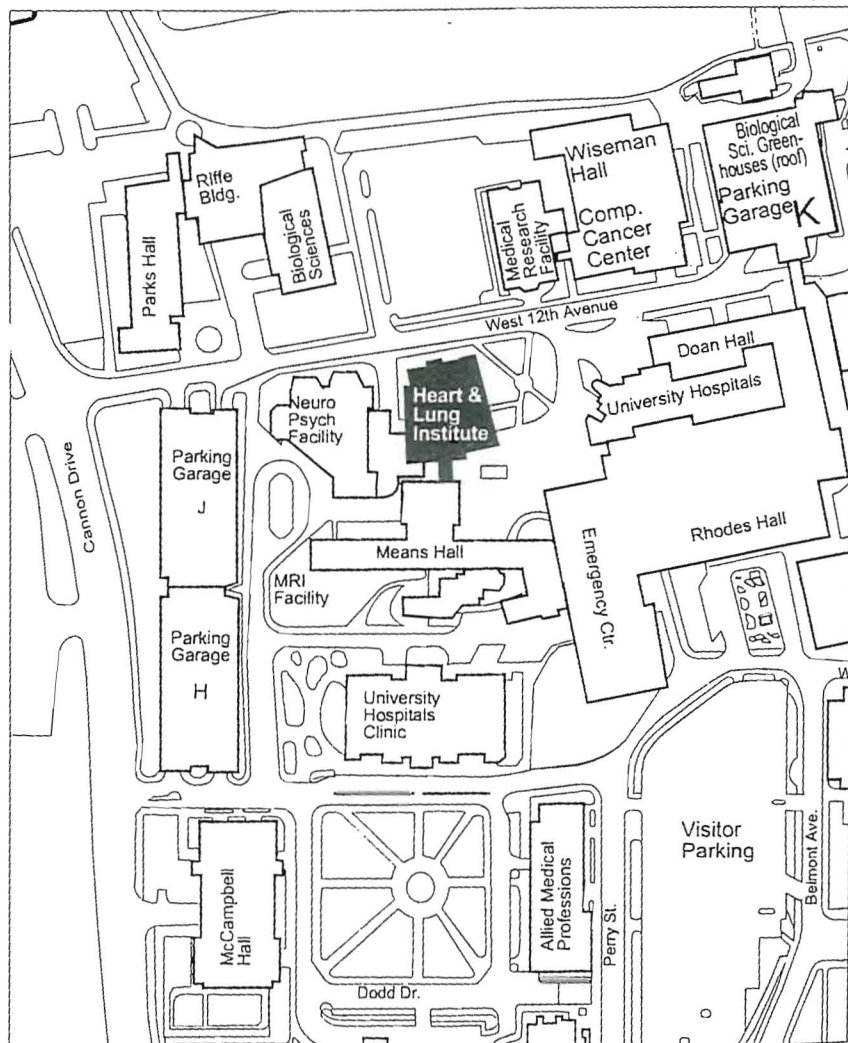
# Hale Hall Renovation



Office of Business and Administration  
Office of the University Architect and Physical Planning  
December 13, 1997

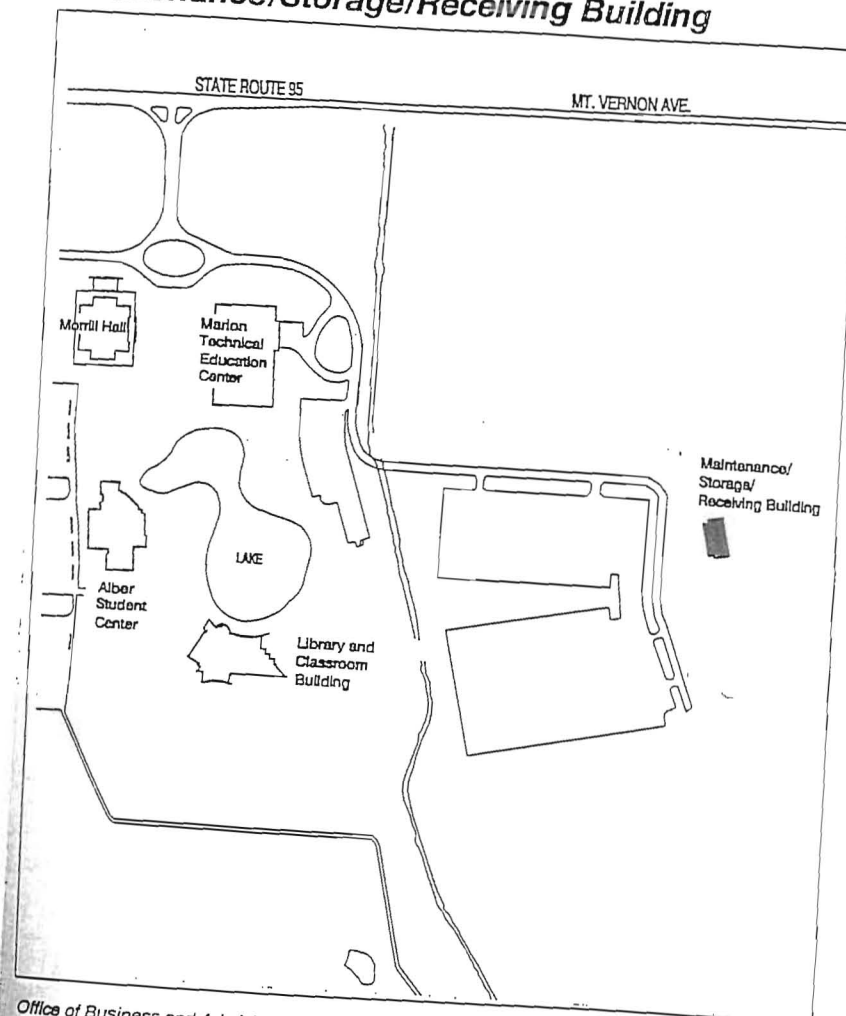


## Heart and Lung Institute



Office of Business and Administration  
Office of the University Architect and Physical Planning  
December 10, 1997

## Marion Campus - Maintenance/Storage/Receiving Building

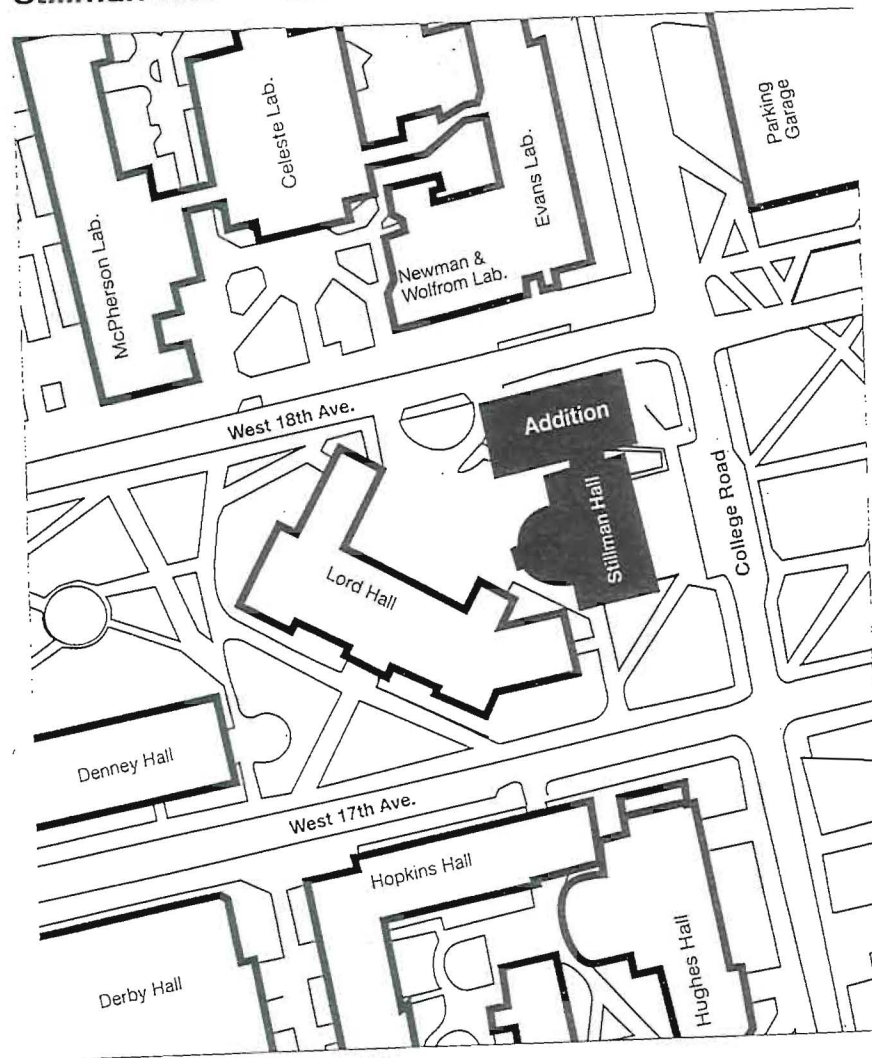


Office of Business and Administration  
Office of the University Architect and Physical Planning  
December 12, 1996





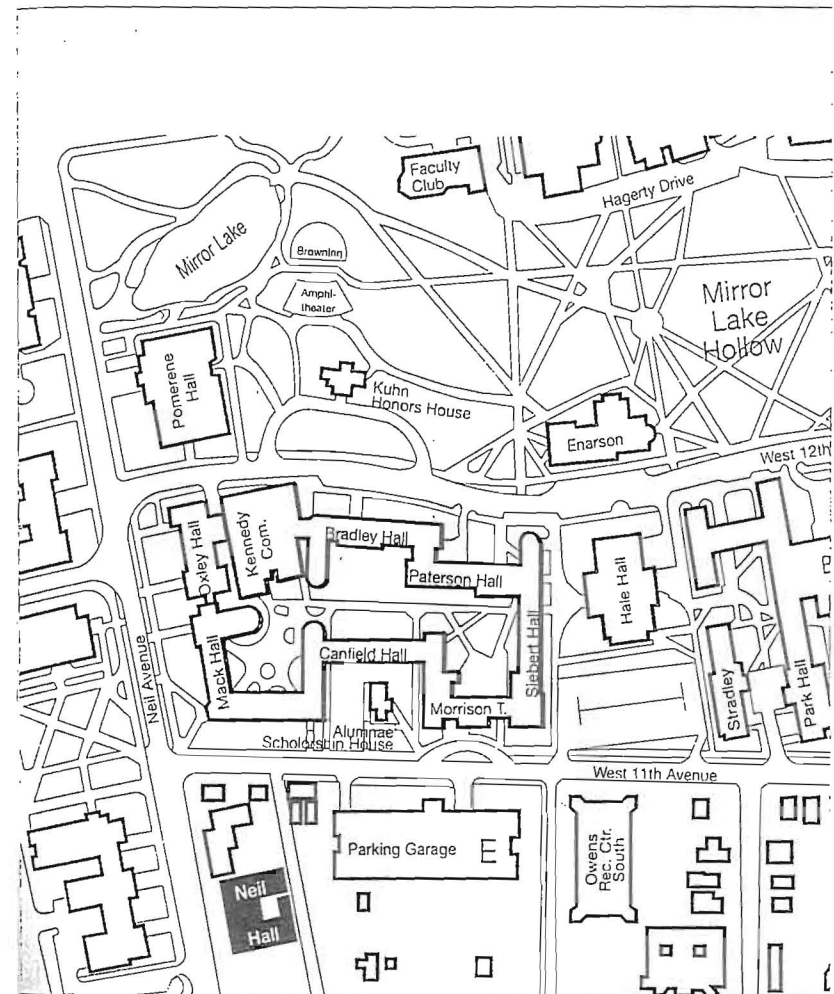
## Stillman Hall Addition



Office of Business and Administration  
Office of the University Architect and Physical Planning  
December 8, 1996



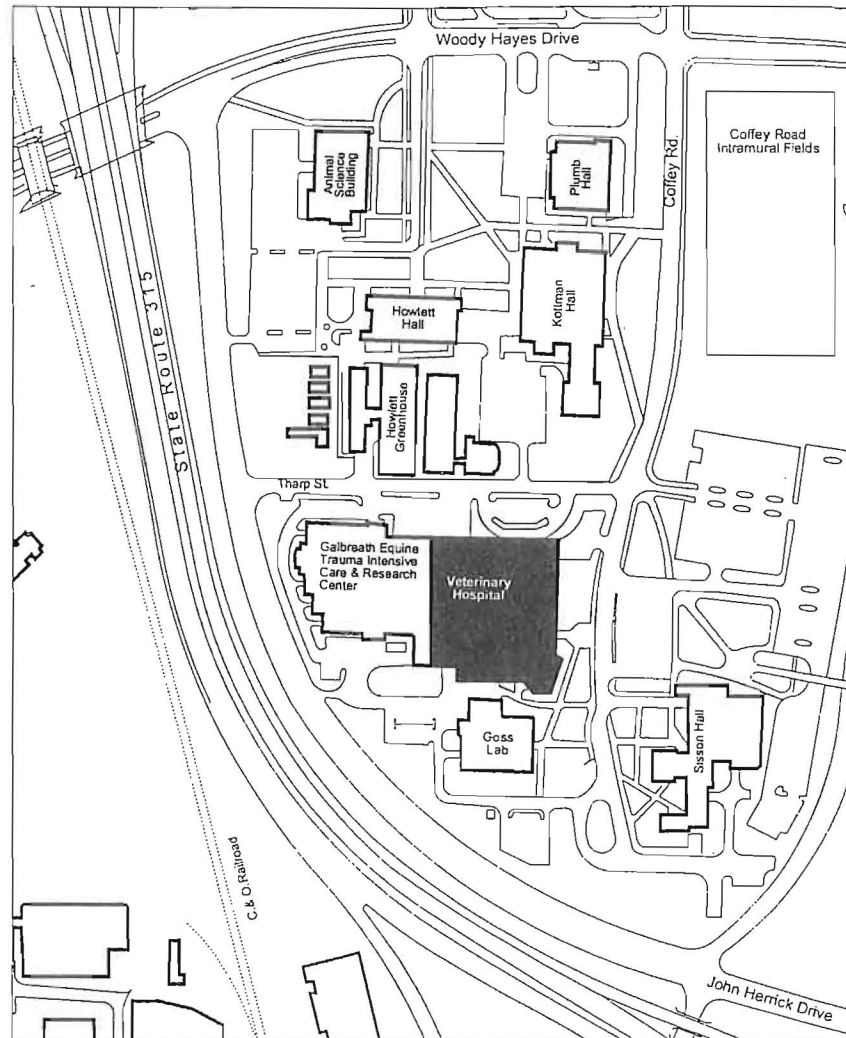
## Success Center - (Formerly Neil Hall Renovation)



Office of Business and Administration  
Office of the University Architect and Physical Planning  
June 30, 1998



## Veterinary Hospital - Radiology Facility Renovation



Office of Business and Administration  
Office of the University Architect and Physical Planning  
December 10, 1997



Fiscal Affairs Committee  
July 10, 1998

*TOPIC:*

ARMS Phase VI

*CONTEXT:*

This is the ninth in a series of semi-annual reports to the Board on the progress of the Human Resources and Financial Systems Upgrade project begun in 1994.

*RECOMMENDATIONS:*

- Proceed with Phase VI
- Release of an additional \$10 million for FY 1999

*ISSUES:*

Major issues remaining include:

- Improving customer satisfaction with workflow and reporting
- Addressing integration issues with Hospital and OSURF
- Identifying sources and uses of funds for continuing operations after start up period
- Successful design and launch of GL and Procurement systems

*BOARD ACTION REQUESTED:*

Approval of release of funds for FY 1999.

Office of Academic Affairs  
Office of Business and Administration  
Office of Finance  
Office of Human Resources

7/8/98



OSU Board of Trustees  
Fiscal Affairs Committee  
July 10, 1998

ARMS Project - Phase VI

- I. Context
- II. Status of Issues from Phase V
- III. Goals for Phase VI
- IV. Update on Other Institutions
- V. Implications
- VI. What ARMS Will and Will Not Do
- VII. What Happens Next

Office of Academic Affairs  
Office of Business and Administration  
Office of Finance  
Office of Human Resources

7/7/98

Context

- A. What – ARMS is a major upgrade and re-engineering of Human Resources and Financial Systems.
- B. Why Now?
  - Existing systems are out of date and increasingly expensive to maintain.
  - Addresses the year 2000 problem for these systems.
  - Compliance with previous audit findings.
  - University positions itself for improvement in quality and speed of administrative processes.
- C. Previous Board Action:
  - Project in discussion since 1992.
  - Funding first authorized in November 1994.
  - Funded through June 30, 1998.
  - This is the ninth report to the OSU Board since 1992.

## II. Status of Issues from Phase V

### A. Human Resources Goals for Phase V

1. Implement and fine-tune the year-end payroll accounting system. (completed)
2. Improve the HR system workflow, worklist and reporting functions. (partially completed)
3. Investigate opportunities to improve College/Department processes. (investigation completed)
4. Perform 50-75% of the program design for:
  - additional HR Modules (postponed)
  - conversion to version 6.0 or 7.0 (on schedule)
5. Design and implement new:
  - benefits open enrollment process (completed)
  - annual salary budget process (completed)
6. Implement an ARMS Executive Scorecard Report (in process)

## Status (cont.)

### B. Financial Systems Goals for Phase V (Procurement and General Ledger)

1. Policy consultations and training preparation (January-March 1998): continuing
2. Implement General Ledger (Central only) (July 1998, FAS remains official General Ledger): on schedule
3. Commence Training (October 1998): on schedule
4. Implementation of Procurement (January 1999): on schedule
5. Implementation of General Ledger (July 1999): on schedule

C. Budget

1. Total amount authorized 11/1/94 through 6/30/98 - \$52.5 million.
2. Total amount expended 11/1/94 through 6/30/98 - \$47.2 million (estimated).

SOURCES	11/1/94 - 6/30/98	7/1/98 - 6/30/99
Colleges*	\$ 4.5M	0
Other Units*	\$ 12.0M	0
Central	<u>\$ 36.0M</u>	<u>\$9.6M</u>
Total	\$ 52.5M	\$9.6M
<b>USES</b>		
OSU Staff	\$ 11.5M	\$ 4.9M
External Staff	\$ 21.8M	\$ 9.8M
Software/Software Maintenance	\$ 6.0M	\$ 1.5M
Computer/Non-Office Equipm.	\$ 9.8M	\$ .4M
Supplies and Services	<u>\$ 2.8M</u>	<u>\$ 1.1M</u>
Total Expenses	\$ 51.9M	\$17.6M
Hospital Reimbursement	<u>(\$ 4.8M)</u>	<u>(\$ 3.0M)</u>
Total net expenditures	\$ 47.1M	\$14.6M

\*Collection of remaining \$1.5 million from colleges and \$4.0 from other units to be completed in FY 1999.

NOTE: Market adjustments for technical personnel required nearly \$1.1 million above original budget.

NOTE: These figures are intended to incorporate all direct personnel and non-personnel costs associated with the project for FY 1999. However, the projections do not include the following:

1. Project closeout costs for the period 7/01/99-9/30/99. These are estimated to be about \$730,000.
2. Continuing costs for operating the HR system past 3/01/99. (These estimates are being developed.)
3. Any major modification to HR.
4. Indirect costs to units for training time.
5. Data archiving solution (\$300,000).
6. Production and development of servers for OSU Hospitals (\$475,000).
7. Implementation of a reporting system across HR, GL, and Procurement including a data warehouse.

Goals for Phase VI

A. Human Resources

1. Continue work on workflow and reporting functions.
2. Continue work on improving College/Department processes, including investigation of timekeeping changes and re-evaluation of centralization/decentralization of system functions.
3. Unresolved issues for HR only:
  - a) Appropriate upgrade path and timeline
  - b) Changes needed to improve timekeeping processes

B. Procurement

1. Successful implementation, on a phased in basis, beginning 1/1/99.
2. Unresolved Issues for Procurement only:
  - a) Phase out of LDPO's/Status of Procurement Cards
  - b) Integration with Hospital Procurement System
  - c) Integration with OSURF Procurement System

C. General Ledger

1. Successful implementation for FY 2000 beginning 7/1/99.
2. Unresolved Issues for General Ledger only:
  - a) Electronic workflow
  - b) Reports
  - c) Integration with Hospitals
  - d) Chart Field usage

### III. Goals (cont).

#### D. Unresolved Issues Common to all Systems

1. Security
2. Degree of centralization/decentralization
3. Degree of customization
4. Continuing training
5. Funding of continuing operating costs/identification of savings
6. User satisfaction
7. Archiving and data warehouse functions

### IV. Update on Other Institutions

- A. Michigan - PeopleSoft HR, Finance and Student Services
- B. Minnesota - PeopleSoft HR, Finance and Student Services
- C. Wisconsin - PeopleSoft Student Services and Medical Center HR and GL
- D. University of California, Los Angeles - PeopleSoft Finance and HR
- E. University of California, Berkeley - PeopleSoft Finance
- F. Washington - No changes planned at this time
- G. Texas - Self built system, but under review
- H. Penn State - Self built system
- I. Arizona - FAS/FRS
- J. Illinois - PeopleSoft Student Admissions, Integrated HR

## V. Implications

- A. Successful installation of these systems will address the Year 2000 issues.
- B. Systems are on time and budget with regard to revised schedule and budget, but margins are tight.
- C. Extended implementation will cost about \$10 million but should result in more effective implementation.
- D. Successful implementation will continue to require major investment of staff and senior leadership time over the next two years.
- E. Implementation of the Student Information System has been slowed down to accommodate changes in technology and to reduce the strain on the University community.
- F. **The first year of implementation of any new system requires an extraordinary amount of effort by everyone involved to work out various conversion issues. Benefits are not likely to be readily apparent until at least the second year of operation.**

at ARMS will do and will not do.

ARMS will:

- 1. Integrate Human Resources, Accounting and Procurement processing.
- 2. Make management information available on a more timely basis.
- 3. Address Year 2000 problems in these systems.
- 4. Establish an infrastructure to help address other system problems.

ARMS will not:

- 1. Be a panacea for every administrative challenge facing the University.
- 2. Be effective unless resources are devoted to continuing training and renewal of software and equipment. (Upgrades will be required every 12-18 months, sometimes more often).
- 3. Produce a budget windfall. Any savings from streamlining processes on the central level will have to be reallocated to pay for continuing costs which are currently not budgeted; any savings in colleges, departments and other units are likely to be in portions of people's time and are to be redistributed at the discretion of the appropriate administrative officials.
- 4. Produce large numbers of University-wide personnel reductions. Any efficiency savings will be needed to:
  - a) Fund continuing costs, including future upgrades.
  - b) Upgrade training and skills of University personnel.
  - c) Improve service levels reduced because of previous personnel reductions.
- 5. Immediately address all questions or unmet needs regarding Human Resources or Finance Administration.
- 6. Address all other unmet computing needs. Although the infrastructure established for ARMS will help meet these needs, additional resources will be needed to upgrade Student Information Systems, Academic Computing, network support and other unmet needs.

## VII. What Happens Next?

### A. Human Resources

1. Stabilize basic financial/personnel reports for start up of FY 2000.
2. Complete re-evaluation of workflow and level of decentralization.
3. Determine appropriate upgrade path and timeline, including potential upgrade to version 6.0 by year end, if appropriate.

### B. Procurement

1. Finish consultation on strategic issues and freeze system by 10/1/98
2. Commence training - Fall 1998
3. Commence Phase VI implementation - January 1999
4. Complete Phase VI implementation - April 1999

### C. General Ledger

1. Install system centrally - July 1998
2. Finish consultation on strategic issues and freeze system by 10/1/98
3. Begin training - January 1, 1999
4. Implement on July 1, 1999

### D. Student Information System - begin intensive planning for 3-5 year phase in.

### E. Next Update to BOT - February 1999

(APPENDIX V)  
*Student Affairs Committee*  
*Fiscal Affairs Committee*  
*July 10, 1998*

***TOPIC:***

Student Rec Center Fee

***CONTEXT:***

Improved recreational opportunities for students is critical to recruitment and retention.

When the Board of Trustees approved the Student Rec Center project in July 1997, it was agreed that the recreational portion of this project would be funded by non-general fund sources including user fees.

***ISSUES:***

Issues are listed in the attached document entitled "Implications of the Rec Center Proposal"

***RECOMMENDATION:***

Approval of a mandatory student fee of up to \$55 per quarter with exemptions for students taking less than 4 credit hours or students on special fee authorizations (e.g., public school teachers in Summer programs). The fee will not take effect until the facility opens.

***REQUESTED OF STUDENT AFFAIRS AND FISCAL AFFAIRS:***

Approval of fee structure by a formal vote. A subsequent vote will be required to authorize hiring of architects.

# LARKINS HALL ADDITION AND RENOVATION PROJECT STUDENT FEE PROPOSAL

June 3, 1998

Amount of the Fee:	Up to \$55 (in 1997 dollars)
Who Pays:	All students unless exemptions apply. Exempted students may pay a quarterly fee, equivalent to the established fee for optional memberships to the recreation facilities.
Fee Components:	Debt Service-remains fixed throughout the bond debt. Operations-increases annually to adjust for inflation.
Fee Uses:	Retire the construction debt. Fund expanded program and service delivery.
Fee Commences:	The quarter in which the new construction is ready for use. Projected to be mid-2003.
Fee Exemptions:	Students taking 0-3 credit hours and Franklin County School District special fee authorizations are exempted.
Implement Fee Assessment and Building Access System:	Work with the Treasurer's Office, Fees & Deposits, and the I. D. Center to implement the system.

# LARKINS HALL ADDITION AND RENOVATION PROJECT PROJECT INFORMATION

Over the course of the past few years, Ohio State students have expressed their dissatisfaction with the condition of the existing recreational facilities as well as the shortage of fitness and general recreation space to support their out-of-classroom interest in healthy lifestyle choices. The Feasibility Study conducted in 1996 as well as benchmarking against other universities in the Big 10, the state of Ohio, and other peer institutions supports those perceptions. As The Ohio State University increases its efforts to recruit and retain the best and brightest students and become a Top Ten ranked public university, the existence of a state-of-the-art recreation center will provide the size and scope of facility to support this effort.

## PROJECT OBJECTIVES

- Larkins Hall Addition and Renovation space will provide desperately needed program and service delivery space to meet the growing fitness and recreation needs of the campus. These include:
  - First priority activities as revealed by the Feasibility Study survey for students are weight machines, cardiovascular machines, and free weights. The Larkins Hall Addition and Renovation project provides 25,582 square feet of new conditioning space and 6,900 square feet of renovated conditioning space to meet this growing trend.
  - The addition of a leisure pool program element enhances our social recreation and family recreation programming options: enabling us to better serve the needs of non-traditional students, and faculty and staff.
  - The new construction of nearly 400,000 gross square feet of facility space will insure greater access to a wider variety of recreational sport activity areas and increase our square footage per student from 2.7 before construction to 6.5 after construction.
- Larkins Hall Addition and Renovation provides significant academic enhancements for the School of Physical Activity and Educational Services (PAES), College of Education, and the University. These include:
  - Consolidation of all PAES program areas (Special Education, Sport & Exercise Sciences, Wellness & Human Services, and Workforce Education & Lifelong Learning) currently housed in three buildings (Arps, Pomerene Hall, and Larkins) into one location.
  - A net reduction in assignable square feet of space to PAES through the elimination of the Women's Field House, and the vacating of Pomerene Hall (36,934 asf) and Arps (8,608 asf) making these spaces available for other college/university use.
  - Increasing credit hour generation by the Sport, Fitness and Health Program which annually turns away 8,000 students (15,000 credit hours) due to limitations in space availability.
- Inclusion of a new aquatic center in the Larkins Hall Addition and Renovation project, complete with a state-of-the-art 50 meter pool and diving well, will provide the facility necessary for the aquatic coaches to compete for the top student-athletes in their programs. Other service enhancements include:
  - Provides an aquatic facility which will be considered the best in the Big Ten and one of the best in the country which will provide a boost in recruiting of student-athletes.
  - Support facilities for student-athletes located proximal to the aquatic center.
  - Centerpiece recreation facility for student-athletes to meet their out-of-season needs as a member of the student body at Ohio State University.

## ESTIMATED PROJECT COSTS (in 2002/2003 dollars)

- Estimated total project costs: \$132,335,862
  - State Capital Budget: \$35,950,797
  - Department of Athletics Contribution: \$14,058,021
  - Bond (Debt service funded by student recreation fee): \$82,327,044



## LARKINS HALL ADDITION AND RENOVATION PROJECT CONSULTATION PROCESS

### PRELIMINARY WORK (1995-1996)

- Surveys to determine users' perspectives on Larkins Hall administered at 5 locations on campus to 999 students.
- Benchmarking against 30 other universities (Big Ten, state of Ohio, other major universities).
- Presentations to CSA, RHAC, USG Assembly, IPC and CGS to provide information already gathered and determine if the groups were in support of our efforts to move forward with a recreation facility feasibility study.

### FEASIBILITY STUDY (1996-97)

- Feasibility Study conducted by team of Hastings & Chivetta and Brailsford & Dunlavey.
- Stakeholders group comprised of students (Dan Larson, USG; Frank Chloupek, CGS; and Jim Dobies, IPC), faculty, staff, and administrators.
- Evaluation of the physical condition of existing recreation and physical education facilities.
- Market analysis/needs assessment surveys mailed to a random sample of 6000 students and 2000 faculty & staff. The student survey yielded results with a margin of error of +/- 3.9%, using a 95% confidence level. The faculty/staff survey yielded results with a margin of error of 5.7%, utilizing the standard 95% confidence level.
- Eight focus groups conducted to reveal qualitative data about facility users needs and preferences.
- Established preliminary cost estimates based on the program of requirements.

### MoU PROCESS/PROJECT PLANNING TEAM

- MoU process has included representatives from the Department of Recreational Sports, Department of Athletics, College of Education, Council of Graduate Students (John Berry), Undergraduate Student Government (Greg Krabacher), Inter-Professional Council (April Guille), and other pertinent administrative units.
- Project planning team will include student representation to ensure a continuing commitment to student needs.

### PROPOSED UNIVERSITY RECREATION SPORTS COMMITTEE

- Committee will serve as an advisory committee to the Vice President for Student Affairs on matters related to Recreational Sports programs and facilities.
- Proposed membership will include 1 inter-professional, 2 graduate, and 6 undergraduate student representatives, 2 faculty and 2 staff representatives, and several non-voting ex-officio members.

### SUPPORT FOR THE PROJECT AND RECREATION FEE ASSESSMENT

- Autumn 1996, 66% of the students responding to the Feasibility Study survey (Autumn 1996) supported a \$55 (in 1997 dollars) increase in fees to provide significant enhancements to recreation facilities and programs.
- April 1997, the Student Recreation Representative Assembly passed a resolution in support of the facility project fee not going to a referendum vote.
- May 1997, President Gee approves a \$55 (1997 dollars) student fee to be assessed when the new facility opens.
- June 1997, Undergraduate Student Government passed Resolution 30-R-2 in support of the project.
- June 1997, the Department of Athletics made a commitment to fund a portion of the project equivalent to their usage of the aquatic center.
- July 1997, Capital Budget Plan approved by the Board of Trustees includes \$3 million for the planning of the Larkins Hall addition and renovation in FY 1999-2000 and an additional \$30+million in future biennia.
- December 1997, the \$3 million in planning dollars have been included in the December 1997 Board of Regents' capital plan recommendation for the 1999-2000 biennium.

### KEY STUDENT PRESENTATIONS/MEETINGS TO DATE

- Council on Student Affairs (3/1/96; 11/19/96; 1/28/97; 5/6/97; 5/20/97; 12/2/97)
- USG Cabinet (1/30/97)
- Student Recreation Representative Assembly (1/12/97; 2/16/97; 4/13/97; 6/1/97; 11/16/97)
- USG Assembly (1/22/97)
- Inter-Professional Students (1/23/97)
- Board of Trustees Student Affairs Sub-Committee (2/7/97)
- Council of Graduate Students (2/23/97)

## Implications of the Rec Center Proposal

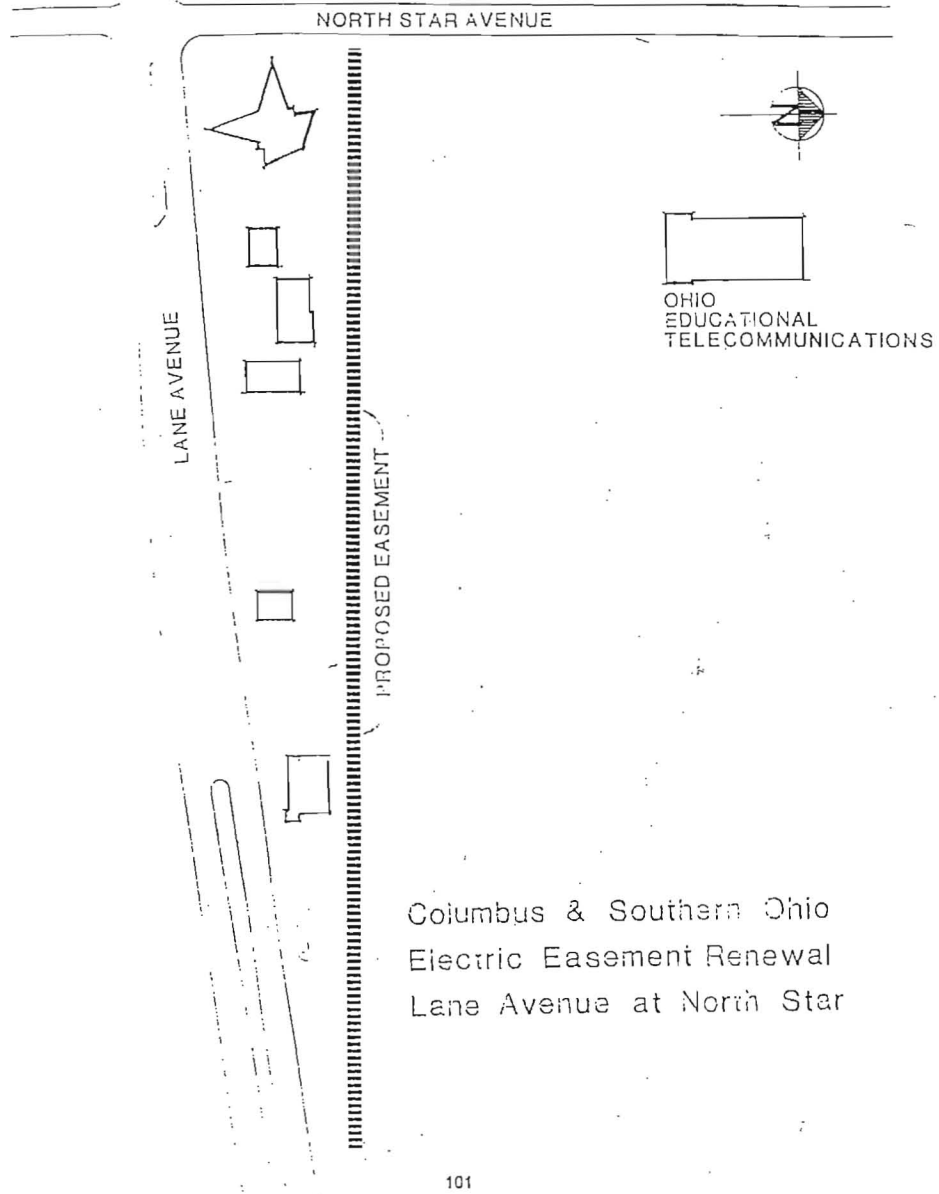
The Student Rec Center is a key component of the University's student recruitment and retention efforts. Therefore, failure to proceed in a timely manner could adversely effect both recruitment and retention. However, it is also important to understand the implications of moving forward as planned, including:

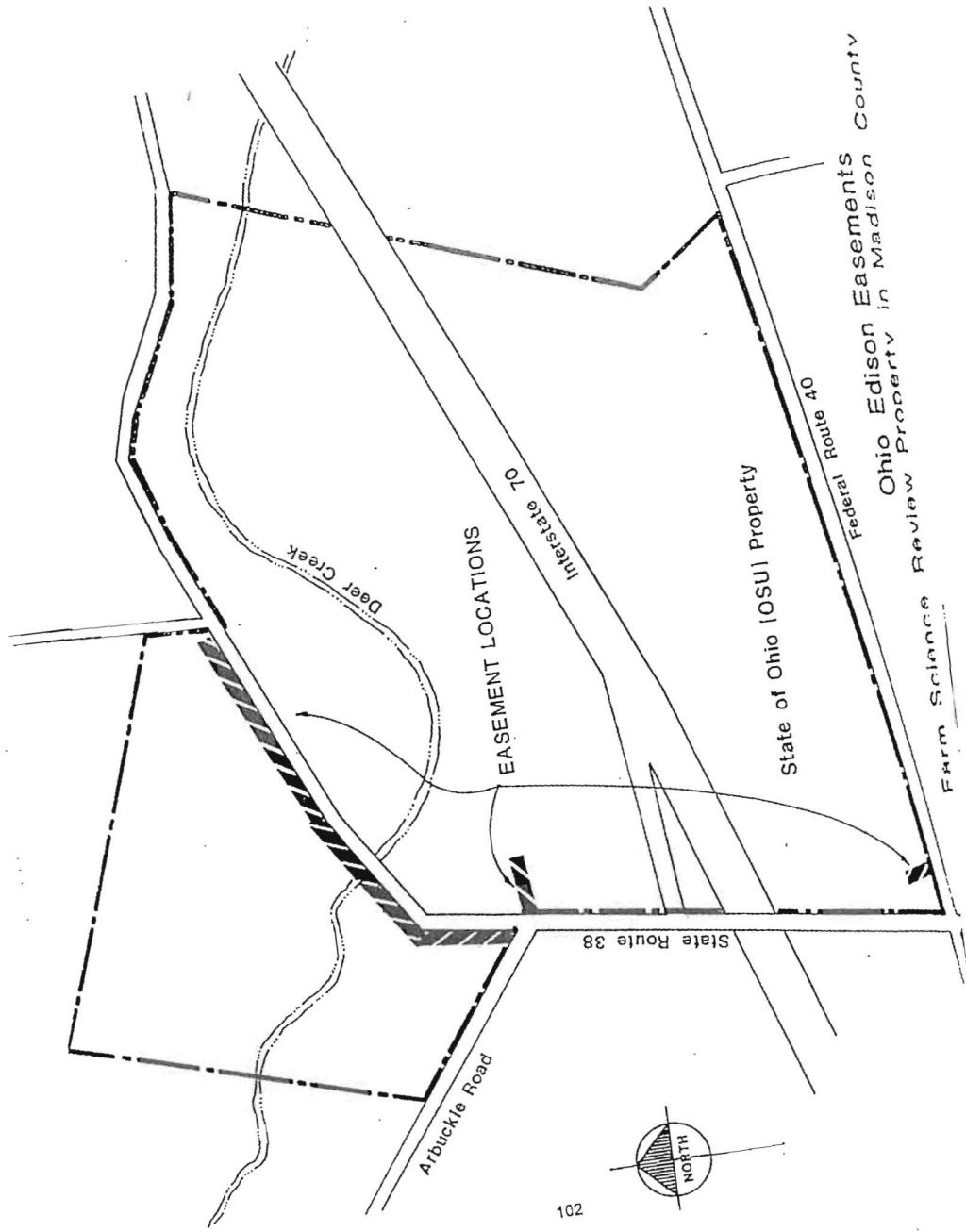
- The project will add about 382,000 gross square feet of new space to main campus. Funds for maintaining this space are built into the funding estimates.
- The current plan for the Rec Center assumes State funding of \$36 million for renovations of space in Larkins for instructional use. The status of our request for these funds will not be known until November. If these funds are not available, the project can still move forward but will have to be re-designed to stand separately.
- The \$55 per quarter mandatory fee will increase mandatory resident undergraduate tuition and fees by 4.3% based on current fee levels. If all other relationships stay the same, and if all other universities report their fees in a similar manner, the "tuition gap" between OSU and benchmark average would be cut almost in half. However, OSU mandatory tuition and fees would remain sixth out of the ten benchmark schools and would advance only one position (from 8<sup>th</sup> to 7<sup>th</sup>) among Ohio's public universities.
- This fee will not be waivable for graduate students on fee authorizations who are taking more than three credit hours. Most Big Ten schools and most Ohio schools do not waive their rec fees.
- The Ohio Union needs an estimated \$26 million in renovations. To date, funding has been identified for approximately \$12 million. If a source for the remainder is not found, the University will be building a new facility before taking care of one it already has.
- OSU is one of only a handful of universities that does not have a student activity fee to fund projects of this nature.

7. Consolidation of the School of Physical Activity and Education Services into Larkins will allow the majority of Pomerene to be vacated so that facility can be renovated.
8. Financial projections assume about \$106 million in University issued debt at current bond rating levels to be secured by fees and private contributions.
9. This vote memorializes the University's recommendation regarding the primary funding sources. Additional votes will be required to hire architects and to begin construction.
10. There are other issues related to the Rec Center that need to be worked out, including:
  - Updated financial projections
  - Relocation of other intercollegiate sports
  - Rates for Faculty and Staff
  - Appropriate fee schedule for University employees who are also students
  - Funding source for Athletics' portion
  - Impact on parking

Office of Finance  
Office of Student Affairs  
July 8, 1998

(APPENDIX VI)





## I. BUDGET SUMMARY

### *Budget Objectives*

Enhancing the quality of the educational and campus experience of our students has been the University's primary goal since achieving financial equilibrium three years ago.

To support this goal, the FY 1999 budget focuses on three principal objectives:

1. To continue to improve the quality of our academic programs.
2. To continue to improve the quality of the student experience inside and outside the classroom.
3. To continue to strengthen the University's management of its resources, including increasing and diversifying its revenue base.

The mission and vision statements are operationalized on an annual basis by the Leadership Agenda. This document is prepared in the Fall by the Provost after wide consultation and is designed to represent the priority goals for the academic year.

The Leadership Agenda for the 1997-98 academic year established specific goals in the following 15 areas:

### Academic Excellence

1. Implement Selective Investment
2. Continue Academic Enrichment programs
3. Recruit and develop top notch faculty
4. Act on Research Commission Report
5. Identify initiatives and take action to improve the graduate student experience.

### Student Experience

1. Improve attention to student progress
2. Provide a better understanding of diversity issues throughout campus
3. Promote Outreach Programs to engage students proactively
4. Revisit CLIF and improve regular assessment of student satisfaction
5. Engage faculty in dialogue about their role in the student experience

### Resource Management

1. Protect and increase State appropriations
2. Develop new and expanded markets/revenue sources
3. Budget Restructuring
4. Promote external research funding
5. Increase private fund raising

Providing resources to support these objectives helps to frame budget priorities. These goals will be reviewed and updated as part of the academic planning process for the 1998-99 school year.

### **Budget Context**

In February, at the beginning of the FY 1999 budget process, the University presented financial information for the 20 top public research institutions to the OSU Board of Trustees. This information compared five-year financial trends for these universities in a number of key areas.

From this list of 20, the nine institutions of highest quality that most closely resemble Ohio State in organization were selected as benchmark institutions. In order to enhance the value of our organizational comparisons, similarities between the organizational configuration, distribution of faculty, and institutional size of the benchmark institutions were examined.

These nine benchmark institutions include in order of their relative rank: Michigan, UCLA, Wisconsin-Madison, Washington, Illinois-Urbana/Champaign, Minnesota-Twin Cities, Texas-Austin, Penn State-Univ Park, and Arizona.

The preliminary outcome of these comparisons is as follows:

- Revenues per FTE student at Ohio State are significantly (23%) below these benchmark institutions.

- State support per FTE student at Ohio State in FY 96 is also significantly less (15%) than benchmark institutions.
- Resident Undergraduate fees at Ohio State are 9.1% below the Benchmark average.
- While instructional expenditures per FTE student at Ohio State are above the benchmark average, they are 34% below the benchmark average for academic support outside the classroom.
- This makes Ohio State an excellent value for students and taxpayers, but it also means Ohio State does not have the resources to match our competition in key support areas.

The university will continue to develop benchmarking of key academic, demographic and administrative issues to inform decisions on budget prioritization.

### **Academic Planning**

The university mission and vision statements, adopted by the Board of Trustees on December 4, 1992, continue to be the cornerstone for planning at The Ohio State University:

The Ohio State University has as its mission the attainment of international distinction in education, scholarship and public service. As the state's leading comprehensive teaching and research university, Ohio State combines a responsibility for the advancement and dissemination of knowledge with a land-grant heritage of public service. It offers an extensive range of academic programs in the liberal arts, the sciences and the professions.

Ohio State provides accessible, high-quality undergraduate and graduate education for qualified students who are able to benefit from a scholarly environment in which research inspires and informs teaching.

At Ohio State, we celebrate and learn from our diversity and we value individual differences. Academic freedom is defended within an environment of civility, tolerance, and mutual respect.

The Ohio State University is a community of scholars of which:

- Teaching and research are part of the same process: learning.
- Academic units and curricula are structured to foster learning and nurture creativity.
- Administrative services, facilities and technology enrich the academic experience.
- Academic programs and research opportunities are extensive and excellent, but not exhaustive.
- Human resources complement our promise: High-ability students, faculty and staff from diverse backgrounds participate in leading programs and enrich an environment that sustains learning and growth.
- Ideas, inventions and creative work are made accessible to practitioners throughout the State of Ohio and the world in keeping with our land-grant mission.

The mission and vision statements are critical to the budget process as they provide the framework within which the established objectives can be achieved. These are now operationalized annually through the establishment of the leadership agenda described previously.

## II. ACADEMIC PRIORITIES

The FY 1999 budget focuses on these key elements:

1. To continue to improve the quality of our academic programs.
2. To continue to improve the quality of the student experience inside and outside the classroom.
3. To continue to be competitive with our benchmark institutions in the area of faculty compensation.
4. To continue to strengthen the University's financial position including protection of assets and increasing and diversifying the revenue base.

Each of these four elements are reflected in the budget and spending priorities for FY 1999, which are discussed in the following sections.

### *Quality of the Academic Program*

Improving the quality of the academic programs has been the prime objective of the budget process since a formal link with academic planning was forged in 1993.

Investments made in prior years have contributed positively to the improvement of the student experience. The program areas and budget priorities that continue to advance these objectives include:

- Increased student financial aid
- Reducing the number of closed courses
- Improved accessibility to information technologies
- Retaining the best students
- Improvements in the physical environment, including campus safety
- Other programs

### *Compensation*

Consistent with prior years, the key to quality academic programs is a strong and diverse faculty. The budget for Fiscal Year 1999 continues to maintain competitive faculty compensation levels while increasing University support to hire additional faculty and to make other improvements in the quality of academic programs. It also includes merit-based increases for staff and student employees.

The program areas and budget priorities that further the objectives of quality academic programs include:

- Academic Enrichment and Selective Investment
- Student Recruitment initiatives
- Sustained Library Acquisitions
- Research Support
- Summer Enrollment Incentive Program (SEIP)
- Revenue Enhancement Program
- Other key academic programs

### *Improving the Student Experience Inside and Outside the Classroom*

The first step to a good student experience is a high quality academic environment. However, that alone is not enough. The May 1995 report of the Committee on the Undergraduate Experience, demonstrated the need for the University to address the needs of the student both inside and outside the classroom. The key recommendations highlighted in the CUE report focus on basic student needs, including social involvement, the academic experience, reducing the run-around and valuing the individual.

### *Protection of Assets/Revenue Growth*

Improving the quality of academic programs and the quality of the student experience, as well as offering competitive compensation packages, requires additional resources and the better management of existing resources. Resources alone will not improve outcome, but comparisons with our benchmark institutions show that Ohio State needs to strengthen and diversify its revenue base.

The key to financial growth is a quality academic product, an energized research agenda and an improved student experience, so that the recruitment and retention objectives that support a strong enrollment base can be met. The program and budget priorities that support the objective of protecting assets and financial growth in the FY 1999 budget include:

- Improving the physical environment.
- Upgrading administrative computing (ARMS).
- Complying with Federal and State mandates.
- Supporting Development efforts to increase corporate and individual giving to the University.
- Developing Distance Education programs.
- Supporting equipment and supplies budgets.
- Establishing reserves against enrollment declines.
- Improving services to the campus.

### III. FY 1999 Revenue Summary

#### Overview

Total university current funds revenues including General Funds, Earnings and Restricted revenue are projected to increase by 6.4 percent from \$1.64 to \$1.75 billion. General Fund revenues for the Columbus Campus are projected to increase by \$23.6 million or 3.7 percent in FY 99.

#### General Fund Revenues

Category	FY 1998 Base Budget (In Millions)	FY 1999 Revenue Increase (In Millions)	Percent Change
State Support	297,551	8,067	2.7%
Tuition	264,610	12,900	4.9%
Other	60,915	2,025	3.3%
<b>Total</b>	<b>\$623,076</b>	<b>\$22,992</b>	<b>3.7%</b>

#### State Instructional Support

State instructional support for the Columbus and extended campuses is \$324.8 million or 46.1 percent of the General Funds Budget. This is an increase of \$8.9 million or 2.8 percent from the FY 1998 subsidy level.

Several new line items for Performance Funding were included in the State's biennial budget for Fiscal Years 1998 and 1999. Funding by each university or college is dependent upon that institution's performance in meeting statewide goals.

Since this is a new program, not all the money has been distributed. The table below indicates the amount expected to be received by OSU in each of these categories and whether or not the funds have actually been received. The seven items that make up this line item are:

- ◊ **Access Challenge** - reduces financial barriers to entry level higher education. (Two-year schools only)
- ◊ **Success Challenge** - rewards successful completion of academic programs by at risk students.
- ◊ **Research Challenge** - rewards success in securing sponsored research from external funding sources.
- ◊ **Jobs Challenge** - rewards successful efforts at meeting community needs for job training.
- ◊ **Technology Challenge** - supports efforts to improve use of technology in the classroom.
- ◊ **Performance Challenge** - rewards two-year schools for meeting specified performance goals.
- ◊ **Efficiency Challenge** - provides competitive grants of up to \$500,000 per institution for improvements in operations.

#### Summary of Performance Funding Available to OSU FY 1998 - FY 1999

Challenge Line Item	Driver	FY 1998	Received Funds ?	Estimated FY 1999
OSU Main Campus				
Success	Degrees awarded to OIG recipients	\$318,000	Yes	\$636,000
Research	Externally funded research expends	46,000	Yes	897,000
Jobs	Revenue from non-credit job training	68,000	No	339,000
Technology	Subsidy eligible earnings & FTE students	0	No	673,000?
Efficiency	Competitive	-0-	No	?
<b>Total</b>		<b>\$432,000</b>		<b>\$2,545,000</b>
Extended Campuses				
Access	General Studies Student FTE	\$569,000	Yes	\$588,000
Success	Degrees awarded to OIG recipients	NA	No	NA
Jobs	Revenue from non-credit job training	2,000	No	14,000
Technology	Subsidy eligible earnings & FTE students	0	No	50,000
<b>Total</b>		<b>\$571,000</b>		<b>\$652,000</b>

<sup>1</sup> Maximum award - \$500,000

#### Student Fees

The entering class this fall for the Columbus campus will meet the university's enrollment target of 6,000 new first quarter freshman. Enrollment declines due to smaller entering classes in the early 1990's have now passed through the system providing for more stable enrollment totals from year to year. Therefore, total enrollments for FY 1999 (new first quarter freshman and returning students) are projected to be between 48,261 and 48,426.

#### ♦ Undergraduate Fees:

- ◊ The combined instructional and general fees will increase 6.0 percent for all undergraduate students (including a 5.7 percent increase in the instructional fee and a 9.9 percent increase in the general fee). This is in compliance with language in the state budget bill that placed an upper limit on undergraduate fees. A full time resident undergraduate student will pay \$219 more per year.
- ◊ The undergraduate non-resident surcharge will increase 5.0 percent. A full time non-resident undergraduate will pay \$579 more per year.

#### ♦ Graduate and Professional Fees:

- ◊ The combined instructional and general fees and the non-resident surcharges for all graduate and professional students will increase by at least 5.0



percent. Full time resident graduate students will pay \$258 more per year; full time non-resident graduate students will pay \$672 more per year.

- ◊ The following selective fee increases will be implemented for full time professional students. These increases represent the total increase from FY 1998 for instructional, general and non-resident fees.

Fee Increases				
College	Residents		Non-Residents	
	%	\$	%	\$
Law	9.5	670	7.0	1,118
MBA	9.5	513	9.4	927
Medicine	6.1	669	5.4	1,623
Vet Med.	7.1	615	5.7	1,494
Dentistry	7.1	648	5.7	1,500

Increases above 5.0 percent in the instructional and non-resident fees will be earmarked for improved services to students in these five colleges

#### ◊ General Fees:

The general fee was restructured in FY 1994-95 to correspond with the costs associated with the Office of

Student Affairs and includes such items as Student Unions, Student Health Center, and Student Life. The purpose of this restructuring was to improve accountability. The general fee will increase 9.9 percent for all students in FY 1999, in part as a result of using a more inclusive space cost.

#### ◊ Other Charges:

Other charges to Columbus Campus students (room and board, bookstores, health insurance, etc.) will increase by an average of 4.0 percent for undergraduate students. Included in this weighted average is a 2.8 percent increase in room and board charges for undergraduate residence halls.

#### Other Income

Other General Funds income consists of Indirect Cost recoveries from external research grants (\$36.8 million); Interest Income (\$10.3 million); Unrestricted Endowment and other designated income (\$4.1 million); Research Challenge (\$5.3 million); Performance Funding (\$2.4 million); and other miscellaneous income (\$2.0 million). Other income in total is projected to increase by 3.3% from the FY 1998 level.

## IV. FY 1999 EXPENDITURE SUMMARY

### Academic Priorities

The second year of the biennium will continue to focus on the principal academic goal "to enhance the quality of the education and experience of our students" through funding allocated to the following categories:

Academic Priority	Continuing	One-Time
Academic Programs	4,857,000	1,800,000
Student Experience	5,562,000	1,752,000
Compensation	15,321,000	0
Protection of Assets	4,597,000	7,020,000
<b>Total Academic Priorities</b>	<b>30,337,000</b>	<b>10,572,000</b>

### Academic Programs

- ◊ **Academic Enrichment and Selective Investment** - these funds will be used to support college proposals for learning opportunities in areas of proven excellence.
- ◊ **Student Recruitment** - these funds provide additional support to recruit students to Ohio State who are most likely to benefit from the environment of a comprehensive public research university.

- ◊ **Library Acquisitions** - funds are allocated to the three academic libraries to allow them to maintain their purchasing power for books, periodicals and journals.
- ◊ **Research Support** - A commitment to research is part of what makes a learning experience at Ohio State unique. Increased support for research, including space, equipment and graduate research associates, are required to keep pace with the substantial increase in research activity over the last ten years.
- ◊ **Revenue Enhancements and SEIP** - this is a program whereby fee increases for the professional colleges greater than the 5.0% implemented by the university and revenue increases from increased Summer enrollments will be shared with those colleges.
- ◊ **All Others** - Includes the Public Policy Initiative and Provost's Funds.

Academic Program	Continuing	One-Time
Academic Enrichment	1,500,000	500,000
Student Recruitment	500,000	544,000
Library Acquisitions	734,000	0
Research Support	1,005,000	236,000
SEIP & Revenue Enhancements	868,000	0
Other Programs	250,000	520,000
<b>Total Academic Product</b>	<b>4,857,000</b>	<b>1,800,000</b>

### Student Experience

A successful experience outside the classroom is an important part of a student's education. Continuing efforts are being made to implement some of the recommendations from the report on the committee on the undergraduate experience. These include:

- ◊ **Student Financial Aid** - Funds the increase in tuition for students who receive financial aid to match the increase in tuition.
- ◊ **Closed Courses** - This is the fourth year of a four-year program that allocates continuing funds to ensure that high demand courses are available on a continuing basis.
- ◊ **Technology** - Access to state of the art technology is critical to a successful student experience. This includes efforts to wire all residence halls (Res Net), , Web-based Student Services, increased support for

student computer labs, Academic Computing and planning money for a new student information system.

- ◊ **Student Retention Programs** - A variety of programs are being continued or added to enhance the students academic and social experience at the university that contribute to a more positive experience that improves retention.
- ◊ **Safety** - Includes additional police, police equipment, Ohio Union Security and emergency phones.
- ◊ **Other Programs** - Includes Leadership/Community Service events, town meetings, a 1-800 number for Fees and Deposits, KBUX (the student radio station) and a variety of other campus activities.

Student Experience	Continuing	One-Time
Student Financial Aid	3,942,000	0
Closed Courses	500,000	0
Technology	250,000	1,250,000
Student Retention	562,000	316,000
Safety	140,000	186,000
All Other	168,000	0
<b>Total Student Experience</b>	<b>5,562,000</b>	<b>1,752,000</b>

### Compensation

Compensation cuts across all mission and vision areas. Quality of the faculty is the single most important factor in

supporting education, scholarship and public service and enhancing the educational experience of our students. In FY 1999, the average budgeted salary increase for regular faculty and non-union staff and student workers will be 3.5 percent. This pay package is a result of the university's reaching financial equilibrium through an improved state budget allocation environment, limits on multi-year commitments and the redesign of our medical benefits programs. The guidelines for distribution are as follows:

- ◊ **Merit - 3.5%** of the total base salary budget will be allocated to recognize performance. As was done last year, no "base merit" amount was mandated centrally. Colleges and vice presidential units were provided discretion in distributing pay raises. **Note:** The policy of increasing non-union classified staff by a minimum of 1.5% is no longer in effect. All pay distributions are now based on merit.
- ◊ **Faculty Promotions** - Faculty approved for promotion will receive an additional 6.0% increase above the average increase of 3.5% being awarded other faculty.
- ◊ **Health and Other Benefits** - Aggressive management of health care administration, the shift in emphasis to the University Prime Care plan and an increase in the employees' share of the health premiums has resulted in the university's portion of health care costs increasing only 3 percent from the FY 1998 levels.

Compensation	Continuing	One-Time
Faculty	5,094,000	
Faculty Promotions	500,000	
Admin. & Professional	2,688,000	
Classified	1,873,000	
Specials & Wages	2,568,000	
Other Personnel	365,000	
Benefits	2,200,000	
Other Benefits <sup>(1)</sup>	33,000	
<b>Total Compensation</b>	<b>\$15,321,000</b>	

<sup>(1)</sup> Represents removing Dependent Fee Authorizations from the departmental benefits rates due to changes in Federal regulations.

### Financial Protection and Growth

The University's ability to continue to improve the quality of the academic product and the student experience depends in part on acquiring more resources to support these activities. This in turn requires a commitment by the University to protect its financial assets and to invest in revenue growth. The best investment to insure revenue growth is to continue to improve the quality of the academic programs and the student experience, which will in turn assure the enrollment base to support revenue growth. Other initiatives include:

- ◊ **Physical Environment** - Maintaining the physical plant of the University is necessary in order for all academic and academic support units throughout the campus to successfully carry out the missions of the University. This budget provides an inflationary 3.0 percent increase in budgeted facility costs

including utilities, rent, insurance, repair and renovations but excluding debt service. It also provides for an additional \$0.5 million for maintaining new facilities including the College of Business Phase II and \$0.25 million for additional repair and renovation of campus buildings.

- ◊ Administrative Computing (ARMS) - The university is in the final phase of upgrading several legacy, administrative support systems. This has been a multiyear effort.
- ◊ Mandate Compliance - The University generally does not receive additional state or federal funds to comply with new state or federal mandates. Nevertheless, the University must comply with these requirements. These include OSHA, Radiation Safety, Tax Relief Credit Act, Student Loan Reporting, OSURF research Risks, Native American Services, Disability Services and environmental clean ups
- ◊ Development Support - Selective investments in support of the university development effort ensure the Campus Campaign initiative and the total development effort continue to engage and encourage external support for key university priorities.

- ◊ Distance Education - There has been a high level of activity in the development of alternative methods of delivering the educational experience. Distance Education requires sound planning, strategic investment and artful implementation to be competitive with other university programs of similar technology.

- ◊ Supplies & Equipment - This is only the second year of funding increases for supplies and equipment since the severe budget constraints of the early 1990's.

- ◊ Enrollment Reserves - While enrollments appear to be stabilizing, many variables impact new enrollments and student retention. Of particular concern is the impact of the Asian financial crisis on the university's substantial Asian population. A \$1.0 million contingency was established as a protection against uncertainties in enrollment trends. This contingency will be re-evaluated after Autumn enrollments and the December subsidy distribution are finalized.

- ◊ Other Service Improvements - Selective investments were made in administrative support areas that promised increased service improvements or productivity gains in support of the academic mission.

President's Fund - a small amount of continuing funds set aside for use at the discretion of the President.

Protection of Assets	Continuing	One-Time
Physical Environment	1,602,000	326,000
ARMS Phase V	0	5,000,000
Mandate Compliance	400,000	600,000
Development Support	118,000	364,000
Distance Education		250,000
Supplies & Equipment	1,148,000	0
Enrollment Reserves	1,000,000	
Other Service Improvements	79,000	335,000
President's Fund	250,000	145,000
<b>Total Protection of Assets</b>	<b>4,597,000</b>	<b>7,020,000</b>

## V. EXPENDITURE TRENDS AND MULTI-YEAR COMMITMENTS

### Expenditure Trends (All figures in millions of \$)

Following are a series of tables showing a five-year trend of budgeted amounts for selected priorities. It includes non-general fund sources where indicated.

**Compensation** - The five year trend shows that the University has done better than inflation in salary. The University has also taken aggressive action to moderate health and other benefits increases through its effective management of those programs.

Compensation					
	FY 95	FY 96	FY 97	FY 98	FY 99
Salaries & Wages	\$309.7	\$326.7	\$347.8	\$358.7	\$373.1
Benefits	66.2	69.2	65.9	66.3	69.9
<b>Total</b>	<b>\$375.9</b>	<b>\$395.9</b>	<b>\$413.7</b>	<b>\$425.0</b>	<b>\$443.0</b>

**Academic Enrichment and Selective Investment** - The University continues to improve the academic experience of its students. The conversion of funding to reduce closed courses from one-time to continuing funds will be completed this year.

### Academic Enrichment

	FY 95	FY 96	FY 97	FY 98	FY 99
Course Closings (1-Time)	\$2.0	\$1.0	\$0.5	\$0.5	\$0
Course Closings (Cont.)	NA	0.5	1.0	1.5	2.0
Academic Enrich (Cont.)	1.0	2.0	3.0	4.25	5.75
Academic Enrich(1-Time)			1.0	.75	0.5
Library Support	7.0	7.4	8.4	9.0	9.8
<b>Total</b>	<b>\$10.0</b>	<b>\$10.9</b>	<b>\$13.9</b>	<b>\$16.0</b>	<b>\$18.1</b>

**Research Support** - Research continues to be a high priority of the University where resources must continually be invested in order for the University to maintain its competitive advantage and to increase its research output. In FY 1998, total research support increased moderately. The Research Commission report will assist in focusing university efforts to further advance its research efforts.

### Research Support

	FY 95	FY 96	FY 97	FY 98	FY 99
OSURF Administration	\$5.5	\$5.8	\$6.1	\$6.3	\$6.4
Special Purpose Research	3.6	3.8	4.0	4.1	4.0
Research Fee Auths.	6.0	6.7	10.8	11.4	11.9
Research Challenge (St.)	3.2	4.4	4.8	5.1	5.3
Research Facilities	5.8	5.6	5.8	6.2	6.4
<b>Total</b>	<b>\$24.1</b>	<b>\$26.3</b>	<b>\$31.5</b>	<b>\$33.1</b>	<b>\$34.0</b>

**Diversity** - The University must continue to invest in those areas which will have the greatest potential for positive impact on its commitment to diversity. Additional funds are

provided for Young Scholars, minority scholarships and hiring faculty from underrepresented groups such as women and minorities.

Diversity					
	FY 95	FY 96	FY 97	FY 98	FY 99
Young Scholars	\$3.0	\$3.9	\$4.5	\$4.7	\$4.7
Minority Scholarships	5.7	6.0	6.3	6.6	7.0
Faculty Assistance Prog.	4.2	4.5	4.7	4.9	5.1
<b>Total</b>	<b>\$12.9</b>	<b>\$14.4</b>	<b>\$15.5</b>	<b>\$16.2</b>	<b>\$16.5</b>

**Student Financial Aid** - In FY 1999, an estimated 30,000 students will receive some form of financial aid, making this one of the most critical student services. In addition to improvements in financial aid administration, the University will allocate additional funds so that scholarships and fee authorizations can be increased to offset increases in student fees. In FY 1997, Fee Authorizations appear to decrease because of a realignment of non-resident Research fee Authorizations from this category to Research Fee Authorizations (see Research Support on the previous page). FY 1997 also marks the beginning of the Buckeye Scholarships, a new program to attract quality non-resident students.

Student Financial Aid					
	FY 95	FY 96	FY 97	FY 98	FY 99
Administration	\$2.6	\$2.8	\$3.0	\$3.1	\$4.0
Scholarships	5.4	5.7	6.0	6.3	6.7
High Ability Scholars	4.4	4.7	5.0	5.0	5.3
Fee Authorizations	\$3.0	\$4.6	\$2.7	\$5.3	\$8.1
Buckeye Scholarships	NA	NA	1.0	2.3	2.7
<b>Total</b>	<b>\$65.4</b>	<b>\$67.8</b>	<b>\$67.7</b>	<b>\$72.0</b>	<b>\$76.8</b>

**Physical Environment** - The Ohio State University faces a backlog of over \$100 million in identified maintenance needs for campus facilities. While this backlog cannot be eliminated overnight, the University continues to invest significant resources to maintain the campus physical environment.

### Physical Environment

	FY 95	FY 96	FY 97	FY 98	FY 99
Renovations (State)	\$10.2	\$10.2	\$9.25	\$9.25	\$7.7
University (Cont.)	5.1	5.3	5.5	6.4	6.9
University (1-Time)	1.0	1.0	1.0	0.25	1.7
<b>Total</b>	<b>\$16.3</b>	<b>\$16.5</b>	<b>\$15.75</b>	<b>\$15.9</b>	<b>\$16.3</b>

**Academic Computing** - The University has embarked on a multi-year effort to increase support of learning technology. It is critical to the University's mission that faculty, staff and students have access to the most advanced technologies.

### Academic Computing

	FY 95	FY 96	FY 97	FY 98	FY 99
Acad Computing (Cont)	\$0.2	\$1.0	\$1.3	\$2.3	\$2.6
Acad Computing (1-Time)	1.9	0	0.2	0	0.8
Engineering Compr Fees	1.6	1.6	1.6	1.6	1.6
Business Compr Fees	0.7	0.7	0.7	0.7	0.7
<b>Total</b>	<b>\$4.1</b>	<b>\$3.3</b>	<b>\$3.8</b>	<b>\$4.6</b>	<b>\$5.7</b>

## Multi-Year Commitments

The documentation of multi-year commitments has been part of the annual budget document every year since FY 1996. The purpose of this review is to share with the campus a sense of what these commitments are and how they change from year to year. In order to plan effectively, the University needs to be able to make commitments across fiscal years, but do so in a way that does not jeopardize future financial flexibility.

Multi-year commitments are divided into five categories to reflect the various sources of the funds to address these commitments. These categories are:

- Commitments of continuing Central General Funds.
- Commitments of one-time Central General Funds.
- Commitments of Central Non-General Funds.
- Commitments by colleges and support units.
- Capital Commitments.

### Central Continuing General Funds

The following table lists the explicit multi-year commitments against continuing General Funds. These include only two commitments carried over from previous years - Closed Course Support and Academic Enrichment. Closed course support will be fully funded after FY 1999. Young Scholars and Occupational Medicine were on the list last year, but are not this year because they have now been

fully funded. Completion of these commitments does not mean the programs will end, but it does mean that additional continuing General Funds are no longer necessary. Academic Enrichment and Supplemental Enrichment are not always shown beyond FY 2002 because the programs are to be re-evaluated before any future commitments are made, but we anticipate continued funding beyond that time.

One new multi-year commitment has been proposed for FY 1999 and beyond - funding for enhanced recruiting of high ability students. The amount proposed is also shown in the following table and is subject to annual review.

Multi-year Commitments (Continuing funds only - in thousands)							
Commit	Initial FY	FY 98 Base	FY 99	FY 00	FY 01	FY 02	Total
Closed Courses	1993	\$1,500	\$500				\$2,000
Academic Enrich	1995	4,000	1,000	1,000	1,000	1,000	8,000
Supplemental Enrich	1998	250	500	750	1,000	1,000	3,500
Recruit Enhance	1998	1,100	500	500	500	500	3,100
Total		6,850	2,500	2,250	2,500	2,500	16,600

The desired ceiling for multi-year commitments is that those for the following three years not exceed 1% of the current year's budget, which would be \$6.7 million for FY 1999. When the new commitment to Supplemental Enrichment and recruiting are added, the future obligations

from FY 2000 through FY 2002 totals about \$6.75 million or approximately equal to the desired ceiling of 1% of the FY 1999 annual General Funds budget.

In addition to the specific multi-year commitments listed above, the University will continue to need to fund increases in a number of areas of the General Funds budget with normal growth in the budget or targeted increases in state support. These include:

- Competitive annual compensation increases for faculty, staff and student employees.
- Continuing needs for increases in supplies and equipment including library acquisitions.
- Implementation of the CUE recommendations.
- Support of research.
- Deferred maintenance and other capital needs.
- Academic and administrative computing needs.
- Student Financial Aid.
- Unfunded legal mandates.

### Commitments of Central One-Time General Funds

The commitment to the ARMS project, Project Reinvent and Technology Transfer were identified in last year's report. The commitments to Project Reinvent and Technology Transfer remain unchanged. The commitment of one-time funds to the ARMS Project has been updated to reflect the financial impact of the decision to stretch out implementation of the Fiscal Systems.

The North Star and Fawcett Center environmental cleanups have been completed and have been dropped from the list. A new four-year commitment of cash and loans to the College of Pharmacy for the PharmD program has been added.

Central One-Time General Funds (millions)					
Commitment	Initial FY	FY 99	FY 00	FY 01	FY 02
ARMS		\$5.00	\$5.00	\$0	\$0
Project Reinvent	1997	.50	.50	.50	0
Technology Transfer	1998	.14	.09	.04	0
PharmD Support	1998	.24	.13	.25	.14

### Central Commitments of Non-General Funds

As the University moves to diversify its funding sources, the commitment of non-General Fund sources is becoming much more significant. The following table lists ongoing commitments of non-General Fund sources which are primarily endowment and unrestricted gift money.

Central Non-General Funds (millions)				
Project	FY Initiated	Amount	Source	Timing
Affirm Thy Friendship Campaign	1994	\$3.0	Unrestricted Gift	FY 95-99
Campus Partners	1995	25.0 3.0 .5	Endowment Unrestricted Gift Affinity Card	FY 97-2002 FY 96-2000 FY 97-2002
Science & Tech Campus	1997	.6 .6	Unrestricted Gift Office of Research <sup>1</sup>	FY 98-2002 FY 98-2002

<sup>1</sup> Subject to Board of Trustee approval of a business plan.



## College and Other Unit Commitments

As the University moves to a more decentralized structure, colleges and other administrative units will be taking on greater financial responsibility. The section below lists specific initiatives where colleges and large administrative units have been given or have given loans to accomplish certain objectives.

New commitments are the loans from University Hospitals funds to Prologue Inc. (a non-profit clinical trials entity) and MedOhio Health Inc. (a health services entity), which are designed to help the Medical Center compete more effectively in a managed care environment.

College and Other Unit Commitments ( millions)					
Project	College	Amount	Source <sup>1</sup>	MOU	Time Frame
Gas Turbine Initiative	Engr	\$0.80	Cost Recovery	Yes	2004
Telescope project	MAPS	0.50	Cost Recovery	Yes	2002
Heart & Lung Institute Addition - Construction	Medicine	0.63	Cost Recovery	Yes	2013
Operating		0.13			
MRI	Medicine	1.50	Cost Recoveries	Yes	2005
Prologue, Inc.	Medicine	2.50	Clinical Trials	Yes	?
MedOhio, Inc.	Hospitals	5.60	Patient Revenues	Yes	TBD

<sup>1</sup> Increases in cost recoveries are guaranteed by the respective college and/or Department

In addition to these specific multi-year commitments by the colleges, we want to highlight some of the financial issues facing the OSU Medical Center and the Department of Athletics.

The OSU Medical Center is the most comprehensive in the country. It currently is facing two financial challenges: the competitive challenges presented by managed care and the competitive challenge for research dollars. Recent hires in the area of medical research will provide an enormous competitive advantage in cancer and heart and lung research. However, these new hires will also require a corresponding significant investment of financial support. Initial support has been made possible by the transfer of funds from past successful operations of the James Cancer Hospital and other sources.

With the competitive pressures of responding to managed care likely to become more intense, it is unlikely these resources will be available at this level in the future, and the resources that are available will be needed to address the significant start up costs involved in competing in managed care. The OSU Medical Center accounts for nearly 40% of the entire OSU budget from all sources. While the OSU Medical Center is currently in a strong financial position, the ability to remain strong academically and financially depends on the ability of the University and the Medical Center to balance internal demands for more resources in support of teaching and research against external market forces oriented primarily on cost.

OSU's Athletics program is the largest in the country and one of only a handful that contributes resources back to the university. The program has aggressively embarked on an effort to correct a number of chronic problems that have needed attention for quite some time, including inadequate facilities, equity issues in coaches pay and Title IX compliance. Facility investments alone will result in a quarter of a billion dollar commitment over the next few years. While the program is currently in sound financial shape, future revenue growth is not guaranteed. It is essential that new commitments be carefully balanced against future resources so that the program remains financially viable.

## Capital

Capital commitments will be addressed as part of the preparation for the biennial Capital Request, and thus will not be dealt with in great detail here. However, we would like to emphasize the following:

- Most of the University's capital needs can be met through the capital funding process as long as state support remains at or near current levels. If state support is reduced, it will create a significant financial problem for the University. The recent failure of Issue 2 has raised our concerns in this regard.
- Even if state support remains constant or grows slightly, the University will need to make a modest commitment in additional continuing funds to address deferred maintenance problems (\$250,000-\$500,000 per year for the next 3-5 years).

- Capital needs in Athletics and the Medical Center need to be balanced against operating needs and expected income sources, as discussed previously.
- Although adequate funds are available to meet the needs described above, existing funding sources are not sufficient to embark on additional major university financed construction projects involving Campus Partners or a major renovation of the Wexner Center.

## Conclusions

Financial projections show that if present trends continue, the University will have sufficient funds to cover these commitments, but will not have discretionary funds available to embark on other significant new initiatives. Thus, if any new initiatives are desired or existing initiatives expanded, the University needs to reduce other commitments or secure additional funds.

## SELECTED DEFINITIONS

*Current Funds* are those funds that are earned and expended in the current fiscal year. They include the General Fund, Earnings Operations and Restricted Funds. Excluded entirely from this report are Non-Current Funds such as Plant Funds, Loan Funds and Endowment Principal.

*General Funds* are unrestricted resources available for allocation in support of core instruction; instructional support and related general administrative and physical plant expenditures.

*Earnings Operations* are also unrestricted with resources generated from the sales and services of the earnings units. While not a requirement, these resources are generally designated to the unit generating the revenue. Included are the Hospitals & CHRI, Auxiliaries and departmental earnings units.

*Unrestricted* refers to the sum of general funds plus earnings operations.

*Restricted Funds* are funds whose use has been designated by an external agency or individual and limited to support a specific purpose and/or unit. Included is Sponsored Programs.

Management, Finance, Human Resources, Business & Administration and Communications & Development.

*Plant, Operations and Maintenance* includes all expenditures of current funds for the operation and maintenance of the physical plant, net of amounts charged to auxiliary operations and hospitals. Included in this category are utilities, repair and renovations, custodial services, grounds maintenance, space rental and property insurance.

*Separately Budgeted Research* includes all expenditures for activities specifically organized to produce research outcomes, whether commissioned by an external agency to the University (restricted) or the University (unrestricted) and includes matching funds applicable to the conditions set forth by the grant or contract. It does not include training grants or equipment grants.

*Instruction and Departmental Research* includes all direct and applicable allocated expenditures for all activities that are part of the University's instructional program. It includes expenditures for departmental research and public service that are not separately budgeted.

*Academic Support* includes all funds expended for activities carried out primarily to provide support services that are an integral part of the operations of one of the three primary missions - instruction, research and public service. Included in this category are Academic Affairs Administration, Libraries, Museums & Galleries and the Deans' offices.

*Student Services* includes funds expended for those activities whose primary purpose is to contribute to the student's emotional and physical well-being, as well as his cultural and social development outside the context of the formal instructional program. Included in this category are Admissions and Registration, Counseling, Student Health Service, Recreation & Intramural Sports, Student Financial Aid and the Student unions.

*Institutional Support* contains expenditures for operations that provide support services to the total University. Included in this category are Executive

*Public Service* includes all funds expended for activities that are established primarily to provide non-credit designated course offerings and services beneficial to individuals and groups external to the University. Included in this category are Continuing Education and Cooperative Extension Services.

*Scholarships and Fellowships* include expenditures in the form of outright grants and trainee stipends to individuals enrolled in formal coursework, either for credit or non-credit.

*Auxiliaries* are specifically identified by the State as the following earnings operations: Residence & Dining Halls, Intercollegiate Athletics, Student Unions, Bookstores, Traffic & Parking, Fawcett Center, University Airport and Property Management.

# SUMMARY OF BUDGETED RESOURCES AND EXPENDITURES

## TOTAL UNIVERSITY

(IN THOUSANDS)

### RESOURCES

Government Support  
 State  
 Federal  
 Local  
 Subtotal Government Support

Student Fees  
 Instructional, General & Tuition  
 Other  
 Subtotal Student Fees

Other Resources  
 Hospital & CHRI  
 Auxiliaries  
 Departmental Sales & Services  
 Private Grants & Contracts  
 Other  
 Subtotal Other Resources

Total Resources

	1997-98 Budget	1998-99 Budget	Dollar Change	Percent Change
Government Support				
State	423,210	443,066	19,856	4.7%
Federal	159,864	159,570	(294)	-0.2%
Local	17,915	18,805	890	5.0%
Subtotal Government Support	600,989	621,441	20,452	3.4%
Student Fees				
Instructional, General & Tuition	283,532	297,675	14,143	5.0%
Other	15,595	17,368	1,773	11.4%
Subtotal Student Fees	299,127	315,043	15,916	5.3%
Other Resources				
Hospital & CHRI	424,559	445,139	20,580	4.8%
Auxiliaries	122,267	149,520	27,253	22.3%
Departmental Sales & Services	35,319	48,648	13,329	37.7%
Private Grants & Contracts	118,899	124,374	5,475	4.6%
Other	41,420	44,351	2,931	7.1%
Subtotal Other Resources	742,464	812,032	69,568	9.4%
Total Resources	1,642,580	1,748,516	105,936	6.4%

### EXPENDITURES

Instructional & General  
 Separately Budgeted Research  
 Public Service  
 Scholarships & Fellowships  
 Auxiliaries  
 Hospitals & CHRI

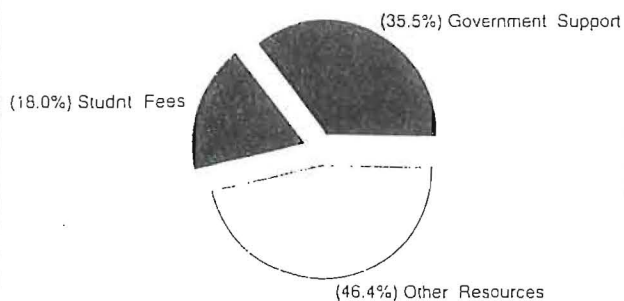
Total Expenditures

	1997-98 Budget	1998-99 Budget	Dollar Change	Percent Change
Instructional & General	736,214	766,348	30,134	4.1%
Separately Budgeted Research	196,225	203,214	6,989	3.6%
Public Service	69,112	79,869	10,757	15.6%
Scholarships & Fellowships	71,305	75,581	4,276	6.0%
Auxiliaries	127,344	155,951	28,607	22.5%
Hospitals & CHRI	418,518	454,129	35,611	8.5%
Total Expenditures	1,618,719	1,735,092	116,373	7.2%

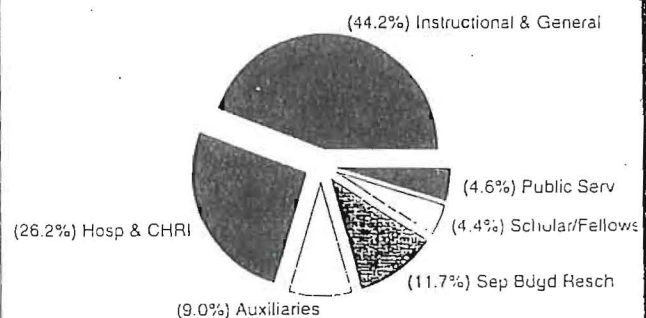
# SUMMARY OF BUDGETED RESOURCES AND EXPENDITURES

## TOTAL UNIVERSITY

RESOURCES BY SOURCE



EXPENDITURES BY FUNCTION





# SUMMARY OF ANNUAL STUDENT FEES COLUMBUS CAMPUS

126

Undergraduate  
Graduate  
Graduate Professional  
MBA  
Pharmacy  
Medicine  
Dentistry  
Optometry  
Veterinary Medicine  
Law

INSTRUCTIONAL & GENERAL FEES				NON-RESIDENT SURCHARGE			
FY 1998 Fees	FY 1999 Fees	Dollar Change	Percent Change	FY 1998 Fees	FY 1999 Fees	Dollar Change	Percent Change
3,660	3,879	219	6.0%	7,209	7,569	360	5.0%
5,187	5,445	258	5.0%	8,286	8,700	414	5.0%
5,385	5,898	513	9.5%	8,286	8,700	414	5.0%
6,000	6,429	429	7.1%	8,817	9,258	441	5.0%
10,968	11,637	669	6.1%	19,059	20,013	954	5.0%
9,165	9,813	648	7.1%	17,019	17,871	852	5.0%
8,517	8,955	438	5.1%	17,019	17,871	852	5.0%
8,691	9,306	615	7.1%	17,589	18,468	879	5.0%
7,022	7,692	670	9.5%	8,946	9,394	448	5.0%

## Notes:

Full time fees for Undergraduate Students are for 12+ credit hours.

Full time fees for Graduate and Professional Students are for 10+ credit hours.

## DETAIL OF BUDGETED RESOURCES AND EXPENDITURES TOTAL UNIVERSITY BY FUND (IN THOUSANDS)

### RESOURCES

Government Support  
State Support  
Instructional Subsidy  
Appropriations  
Ohio Grants & Contracts  
Subtotal State Support  
Federal Grants & Contracts  
Local Grants & Contracts  
Subtotal Government

Student Fees  
Instructional, General and Tuition  
Other  
Subtotal Student Fees

Other Resources  
Hospital & CHRI Services  
Auxiliary Sales & Services  
Departmental Sales & Services  
Private Grants & Contracts  
Endowment Income  
Investment Income  
Other  
Subtotal Other

Total Resources

1997-98 Total Budget	1998-99			Total Budget	Percent Change
	General	Earnings	Restricted		
515,883	324,823			324,823	2.8%
85,517	8,725		84,885	93,610	9.5%
21,810	1,046		23,587	24,633	12.9%
423,210	334,594		108,472	443,068	4.7%
159,864	26,943		132,627	159,570	-0.2%
17,915	1,695		17,110	18,805	5.0%
600,969	383,232		258,209	641,441	3.4%
283,532	297,675			297,675	5.0%
15,595	9,840	7,528		17,368	11.4%
299,127	307,515	7,528		315,043	5.3%
424,559		445,139		445,139	4.8%
122,267		149,520		149,520	22.3%
35,319		48,648		48,648	37.7%
118,899	12,041		112,333	124,374	4.5%
24,046	3,600		22,545	26,145	8.7%
11,105	11,934			11,934	7.5%
6,268	6,272			6,272	0.0%
742,464	33,847	843,307	134,878	812,032	9.4%
1,642,580	704,594	650,835	393,087	1,748,516	6.4%

### EXPENDITURES

Instruction & General  
Instruction & Departmental Research  
Academic Support  
Student Services  
Institutional Support  
Plant, Operations & Maintenance  
Subtotal Instruction & General

Separately Budgeted Research  
Public Service  
Scholarships & Fellowships  
Auxiliaries  
Hospitals & CHRI

Total Expenditures

441,480	381,184	23,555	69,362	474,101	7.4%
116,908	104,086	3,280	9,761	117,127	0.2%
40,234	38,845	3,840	757	43,442	8.0%
55,141	40,717	1,870	8,126	50,713	-9.7%
81,452	75,948	6	5,011	80,965	-0.5%
736,214	640,780	32,551	83,017	766,348	4.1%
198,225	20,264	5,210	177,740	203,214	3.6%
59,112	2,888	11,871	65,112	79,869	15.6%
71,305	35,310		39,171	75,581	6.0%
127,344	1,293	149,808	5,850	155,895	22.5%
418,518		441,932	12,197	454,129	8.5%
1,619,719	701,633	640,372	393,087	1,735,092	7.2%

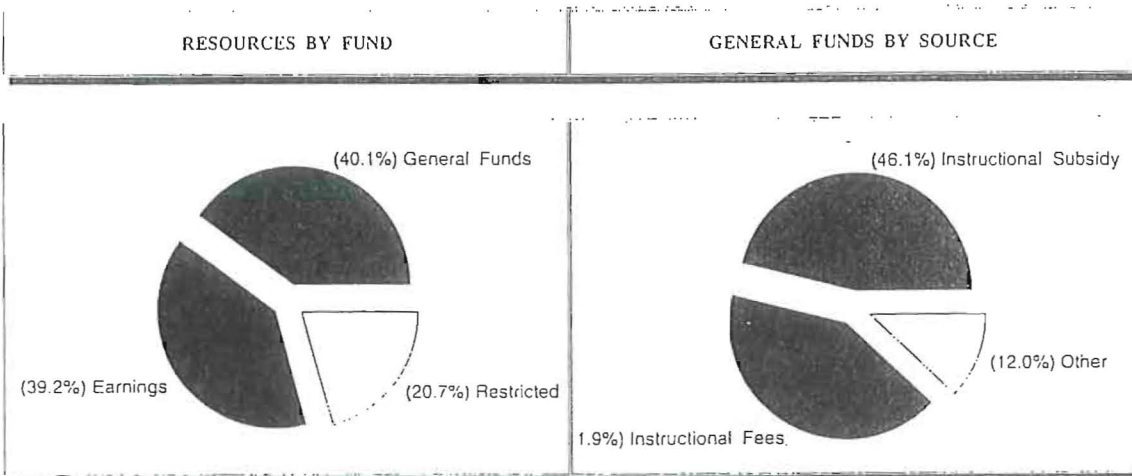
127

**DETAIL OF BUDGETED RESOURCES AND EXPENDITURES  
COLUMBUS CAMPUS BY FUND  
(IN THOUSANDS)**

	1997-98 Total Budget	1998-99			Total Budget	Percent Change
		General	Earnings	Restricted		
<b>RESOURCES</b>						
Government Support						
State Support						
Instructional Subsidy	297,551	305,618			305,618	2.7%
Appropriations	53,943	7,710		51,710	59,420	10.2%
Ohio Grants & Contracts	21,262	1,045		23,000	24,046	13.1%
Subtotal State Support	372,757	314,374		74,710	389,084	4.4%
Federal Grants & Contracts	147,372	25,943		121,000	147,943	0.4%
Local Grants & Contracts	17,852	1,893		17,050	18,745	5.0%
Subtotal Government	537,981	342,210		212,760	554,970	3.2%
Student Fees						
Instructional, General and Tuition	264,610	277,510			277,510	4.9%
Other	14,800	9,220	6,700		15,920	7.6%
Subtotal Student Fees	279,410	286,730	6,700		293,430	5.0%
Other Resources						
Hospital & CHRI Services	424,539		445,139		445,139	4.8%
Auxiliary Sales & Services	122,220		149,473		149,473	22.3%
Departmental Sales & Services	33,000		46,200		46,200	40.0%
Private Grants & Contracts	114,772	12,041		105,000	120,041	4.6%
Endowment Income	23,557	3,375		22,000	25,375	7.7%
Investment Income	10,400	11,210			11,210	7.8%
Other	5,886	5,933			5,933	1.6%
Subtotal Other	734,394	23,609	640,812	130,000	803,421	9.4%
<b>Total Resources</b>	<b>1,551,795</b>	<b>662,351</b>	<b>647,512</b>	<b>342,760</b>	<b>1,652,623</b>	<b>6.5%</b>
<b>EXPENDITURES</b>						
Instruction & General						
Instruction & Departmental Research	419,691	353,541	22,110	59,053	449,704	7.2%
Academic Support	108,158	99,803	1,990	6,500	108,293	0.1%
Student Services	35,775	34,358	3,640	700	39,398	10.1%
Institutional Support	50,758	35,025	1,870	8,000	44,895	-11.6%
Plant, Operations & Maintenance	73,531	71,684		1,500	73,184	-0.5%
Subtotal Instruction & General	688,023	589,311	29,800	65,753	715,464	4.0%
Separately Budgeted Research	159,052	20,264	5,210	137,950	163,424	3.4%
Public Service	68,550	2,509	11,410	55,000	73,919	15.0%
Scholarships & Fellowships	67,675	35,710		36,000	71,710	6.0%
Auxiliaries	127,312	1,293	148,761	5,850	155,304	22.5%
Hospitals & CHRI	419,518		441,932	12,197	454,129	8.5%
<b>Total Expenditures</b>	<b>1,528,242</b>	<b>659,687</b>	<b>537,113</b>	<b>342,760</b>	<b>1,539,560</b>	<b>7.3%</b>

FY 1998 budgets were restated to include items not previously included in the budget.

**BUDGETED RESOURCES  
COLUMBUS CAMPUS**



**DETAIL OF BUDGETED RESOURCES AND EXPENDITURES**  
**LIMA CAMPUS BY FUND**  
 (IN THOUSANDS)

130

	1997-98	1998-99				
	Total Budget	General	Earnings	Restricted	Total Budget	Percent Change
<b>RESOURCES</b>						
Government Support						
State Support						
Instructional Subsidy	3,443	3,647			3,647	5.9%
Appropriations	138	227		2	229	55.9%
Ohio Grants & Contracts	60			100	100	66.7%
Subtotal State Support	3,641	3,874		102	3,976	9.2%
Federal Grants & Contracts	589			525	525	-10.3%
Local Grants & Contracts						
Subtotal Government	4,230	3,874		627	4,501	6.4%
Student Fees						
Instructional, General and Tuition	3,841	4,064			4,064	5.8%
Other	291	308	301		607	108.6%
Subtotal Student Fees	4,132	4,370	301		4,671	13.0%
Other Resources						
Hospital & CHRI Services			2		2	
Auxiliary Sales & Services						
Departmental Sales & Services						
Private Grants & Contracts	50			65	65	30.0%
Endowment Income	75			80	80	6.7%
Investment Income	160	190			190	18.8%
Other	80	40			40	-50.0%
Subtotal Other	365	230	2	145	377	-3.3%
Total Resources	8,727	8,474	303	772	9,549	9.4%
<b>EXPENDITURES</b>						
Instruction & General						
Instruction & Departmental Research	4,102	4,787		63	4,855	18.4%
Academic Support	890	1,000		8	1,008	13.3%
Student Services	1,125	500		15	515	-13.7%
Institutional Support	1,125	500		40	540	-16.4%
Plant, Operations & Maintenance	642	797		6	803	25.1%
Subtotal Instruction & General	7,889	8,384		127	8,521	8.1%
Separately Budgeted Research	80			43	43	-45.3%
Public Service	194	50	301		391	101.5%
Scholarships & Fellowships	562			592	592	5.3%
Auxiliaries			2		2	
Hospitals & CHRI						
Total Expenditures	8,721	8,474	303	772	9,549	9.5%

**DETAIL OF BUDGETED RESOURCES AND EXPENDITURES**  
**MANSFIELD CAMPUS BY FUND**  
 (IN THOUSANDS)

131

	1997-98	1998-99				
	Total Budget	General	Earnings	Restricted	Total Budget	Percent Change
<b>RESOURCES</b>						
Government Support						
State Support						
Instructional Subsidy	3,348	3,627			3,627	8.3%
Appropriations	221	214		88	302	36.7%
Ohio Grants & Contracts	161			150	150	-6.8%
Subtotal State Support	3,730	3,841		238	4,079	9.4%
Federal Grants & Contracts	500			650	650	30.0%
Local Grants & Contracts						
Subtotal Government	4,230	3,841		888	4,729	11.8%
Student Fees						
Instructional, General and Tuition	4,235	4,591			4,591	8.4%
Other	90	83			83	-7.8%
Subtotal Student Fees	4,325	4,674			4,674	8.1%
Other Resources						
Hospital & CHRI Services						
Auxiliary Sales & Services						
Departmental Sales & Services	110		160		160	45.5%
Private Grants & Contracts	60			80	80	
Endowment Income	9			15	15	65.7%
Investment Income	200	260			260	30.0%
Other		4			4	
Subtotal Other	399	264	160	95	519	30.1%
Total Resources	8,954	8,779	160	983	9,922	10.8%
<b>EXPENDITURES</b>						
Instruction & General						
Instruction & Departmental Research	3,470	4,338		70	4,408	27.0%
Academic Support	1,005	1,047		6	1,053	4.8%
Student Services	1,001	542		15	557	-44.4%
Institutional Support	950	1,221			1,221	28.5%
Plant, Operations & Maintenance	900	860			860	-4.4%
Subtotal Instruction & General	7,326	8,008		91	8,099	10.6%
Separately Budgeted Research	160			150	150	-18.0%
Public Service	168	287	160		447	165.1%
Scholarships & Fellowships	1,100	447		742	1,189	8.1%
Auxiliaries						
Hospitals & CHRI						
Total Expenditures	8,777	8,742	160	983	9,885	12.6%

**DETAIL OF BUDGETED RESOURCES AND EXPENDITURES**  
**MARION CAMPUS BY FUND**  
 (IN THOUSANDS)

	1997-98	1998-99				
	Total Budget	General	Earnings	Restricted	Total Budget	Percent Change
<b>RESOURCES</b>						
Government Support						
State Support						
Instructional Subsidy	3,511	3,505			3,505	-0.2%
Appropriations	136	182		29	211	55.1%
Ohio Grants & Contracts	27			27	27	
Subtotal State Support	3,674	3,687		56	3,743	1.9%
Federal Grants & Contracts	400			450	450	12.5%
Local Grants & Contracts						
Subtotal Government	4,074	3,687		506	4,193	2.9%
Student Fees						
Instructional, General and Tuition	3,021	3,408			3,408	12.8%
Other	50	56			56	12.0%
Subtotal Student Fees	3,071	3,464			3,464	12.5%
Other Resources						
Hospital & CHRI Services			1		1	
Auxiliary Sales & Services	1					
Departmental Sales & Services	215		306		206	42.3%
Private Grants & Contracts	60			70	70	16.7%
Endowment Income	100	225		85	210	210.0%
Investment Income	150	59			59	-60.7%
Other	63					-100.0%
Subtotal Other	589	284	307	155	745	26.7%
Total Resources	7,734	7,435	307	661	8,403	8.7%
<b>EXPENDITURES</b>						
Instruction & General						
Instruction & Departmental Research	3,648	3,473	393	52	3,918	7.4%
Academic Support	969	1,005		35	1,040	7.3%
Student Services	967	1,072		25	1,097	13.4%
Institutional Support	730	820		3	823	12.7%
Plant, Operations & Maintenance	575	619	6	4	629	9.4%
Subtotal Instruction & General	6,889	6,989	399	119	7,507	9.0%
Separately Budgeted Research	21			10	10	-52.4%
Public Service				10	10	
Scholarships & Fellowships	713	253		522	775	8.7%
Auxiliaries	2		2		2	
Hospitals & CHRI						
Total Expenditures	7,625	7,242	401	661	8,304	8.9%

132

**DETAIL OF BUDGETED RESOURCES AND EXPENDITURES**  
**NEWARK CAMPUS BY FUND**  
 (IN THOUSANDS)

	1997-98	1998-99				
	Total Budget	General	Earnings	Restricted	Total Budget	Percent Change
<b>RESOURCES</b>						
Government Support						
State Support						
Instructional Subsidy	3,700	4,001			4,001	8.1%
Appropriations	255	259		108	367	38.5%
Ohio Grants & Contracts	20			25	25	25.0%
Subtotal State Support	3,985	4,260		133	4,393	10.2%
Federal Grants & Contracts	533			600	600	12.2%
Local Grants & Contracts						
Subtotal Government	4,518	4,260		733	4,993	9.1%
Student Fees						
Instructional, General and Tuition	4,914	5,037			5,037	2.5%
Other	116	150			150	29.3%
Subtotal Student Fees	5,030	5,187			5,187	3.1%
Other Resources						
Hospital & CHRI Services			44		44	4.3%
Auxiliary Sales & Services	46					
Departmental Sales & Services				50	50	9.1%
Private Grants & Contracts	55			100	100	65.7%
Endowment Income	60					
Investment Income	175	175			175	
Other	129	142			142	10.1%
Subtotal Other	465	317	44	150	511	9.9%
Total Resources	10,073	9,764	44	883	10,691	6.1%
<b>EXPENDITURES</b>						
Instruction & General						
Instruction & Departmental Research	5,613	5,854		38	5,902	5.1%
Academic Support	912	959			959	6.3%
Student Services	859	963			963	12.1%
Institutional Support	923	1,079		40	1,119	21.2%
Plant, Operations & Maintenance	763	822			822	7.7%
Subtotal Instruction & General	9,070	9,697		78	9,775	7.8%
Separately Budgeted Research	23			18	18	-21.7%
Public Service	48			47	47	-2.1%
Scholarships & Fellowships	690			740	740	7.2%
Auxiliaries	30		43		43	43.3%
Hospitals & CHRI						
Total Expenditures	9,861	9,697	43	883	10,623	7.7%

133

**DETAIL OF BUDGETED RESOURCES AND EXPENDITURES**  
**AGRICULTURAL TECHNICAL INSTITUTE BY FUND**  
 (IN THOUSANDS)

	1997-98	1998-99				
	Total Budget	General	Earnings	Restricted	Total Budget	Percent Change
<b>RESOURCES</b>						
Government Support						
State Support						
Instructional Subsidy	4,330	4,425			4,425	2.2%
Appropriations	152	133		60	213	40.1%
Ohio Grants & Contracts	30			30	30	
Subtotal State Support	4,512	4,558		110	4,668	3.5%
Federal Grants & Contracts	910			910	910	
Local Grants & Contracts						
Subtotal Government	5,422	4,558		1,020	5,578	2.9%
Student Fees						
Instructional, General and Tuition	2,911	3,055			3,055	5.3%
Other	245	25	527		552	122.6%
Subtotal Student Fees	3,156	3,080	527		3,617	14.5%
Other Resources						
Hospital & CHRI Services						
Auxiliary Sales & Services						
Departmental Sales & Services	694		682		682	-1.7%
Private Grants & Contracts	82			68	68	-17.1%
Endowment Income	60			65	65	6.3%
Investment Income	20	40			40	100.0%
Other	111	103			103	-7.2%
Subtotal Other	967	143	682	133	958	-0.9%
Total Resources	9,548	7,791	1,209	1,153	10,153	6.3%
<b>EXPENDITURES</b>						
Instruction & General						
Instruction & Departmental Research	4,953	4,181	1,052	78	5,311	7.2%
Academic Support	274	262		12	274	
Student Services	505	510		2	512	1.4%
Institutional Support	1,642	1,672		40	1,712	4.3%
Plant, Operations & Maintenance	1,141	1,165		1	1,167	2.3%
Subtotal Instruction & General	9,515	7,791	1,052	133	8,976	-5.4%
Separately Budgeted Research	585			575	575	-1.7%
Public Service	20			20	20	
Scholarships & Fellowships	414			425	425	2.7%
Auxiliaries						
Hospitals & CHRI						
Total Expenditures	9,534	7,791	1,052	1,153	9,956	4.8%

134

**DETAIL OF BUDGETED RESOURCES AND EXPENDITURES**  
**OHIO AGRICULTURAL AND RESEARCH DEVELOPMENT CENTER BY FUND**  
 (IN THOUSANDS)

	1997-98 Total Budget	1998-99			Total Budget	Percent Change
		General	Earnings	Restricted		
<b>RESOURCES</b>						
Government Support						
State Support						
Instructional Subsidy				32,868	32,868	7.2%
Appropriations	30,661			255	255	2.0%
Ohio Grants & Contracts	250			255	255	7.2%
Subtotal State Support	30,911			33,123	33,123	10.6%
Federal Grants & Contracts	9,500			8,492	8,492	-10.8%
Local Grants & Contracts	63			60	60	-4.8%
Subtotal Government	40,474			41,675	41,675	3.0%
Student Fees						
Instructional, General and Tuition						
Other						
Subtotal Student Fees						
Other Resources						
Hospital & CHRI Services						
Auxiliary Sales & Services						
Departmental Sales & Services	1,300		1,300		1,300	
Private Grants & Contracts	3,800			4,000	4,000	5.3%
Endowment Income	185			200	200	8.1%
Investment Income						
Other						
Subtotal Other	5,285		1,300	4,200	5,500	4.1%
Total Resources	45,759		1,300	45,875	47,175	3.1%
<b>EXPENDITURES</b>						
Instruction & General						
Instruction & Departmental Research	3			3	3	
Academic Support	4,700		1,300	3,200	4,500	-4.3%
Student Services						
Institutional Support	3			3	3	
Plant, Operations & Maintenance	3,800			3,500	3,500	-7.9%
Subtotal Instruction & General	8,506		1,300	6,706	8,006	-5.9%
Separately Budgeted Research	37,271			38,984	38,984	4.6%
Public Service	32			35	35	9.4%
Scholarships & Fellowships	150			150	150	
Auxiliaries						
Hospitals & CHRI						
Total Expenditures	45,959		1,300	45,875	47,175	2.6%

135



**SUMMARY OF STATE SUPPORT  
COLUMBUS CAMPUS  
(IN THOUSANDS)**

	1997-98 Total Budget	1998-99		Total Budget	Dollar Change	Percent Change
		General Funds	Restricted			
<b>INSTRUCTIONAL SUBSIDIES</b>						
Instructional Subsidy	297,296	297,296		297,296	0	0.0%
Subtotal Instructional Subsidies	297,296	297,296	0	297,296	0	0.0%
<b>APPROPRIATIONS</b>						
OSU-Specific Line Items						
Cooperative Extension	22,385		23,815	23,815	1,431	6.4%
Clinical Teaching	14,989		15,270	15,270	281	1.9%
Cancer Research Institute	250		250	250	0	0.0%
Sea Grants	301		300	300	(1)	-0.3%
Dental/Veterinary Medicine	1,195		1,331	1,331	136	11.4%
Supercomputer	3,765		3,802	3,802	37	1.0%
OARNet	2,000		2,020	2,020	20	1.0%
Subtotal OSU-Specific Line Items	44,885		46,789	46,789	1,904	4.2%
General Line Items						
Priorities in Graduate Education	0		498	498	498	
Discovery Project	0		1,169	1,169	1,169	
Urban Universities	155		164	164	9	5.8%
Postsecondary Readiness Testing	199		217	217	18	9.0%
Library Book Depository	291		260	260	(31)	-10.7%
Student Support Services	89		178	178	89	100.0%
Research Challenge	5,151	5,316		5,316	165	3.2%
HEI Information System	15		14	14	(1)	-6.7%
Capital Component	839		839	839	0	0.0%
Performance Funding:						
Success Challenge	318	318		318	0	0.0%
Jobs Challenge	76	76		76	0	0.0%
Technology Challenge/TechLink	0	2,000		2,000	2,000	
Medical Items						
Family Practice	843		839	839	(4)	-0.5%
Primary Care	362		360	360	(2)	-0.6%
Geriatric Medicine	149		148	148	(1)	-0.7%
Area Health Education Center	236		235	235	(1)	-0.4%
Subtotal General Line Items	9,059	7,710	4,921	12,631	3,908	43.1%
Total Appropriations	53,944	7,710	51,710	59,420	5,812	10.8%
<b>OHIO GRANTS &amp; CONTRACTS</b>	21,252	1,045	23,000	24,045	2,784	13.1%
<b>TOTAL STATE SUPPORT</b>	372,502	305,652	74,710	380,762	8,598	2.3%

136

**SUMMARY OF STATE SUPPORT  
EXTENDED CAMPUSES  
(IN THOUSANDS)**

	1997-98 Total Budget	1998-99		Total Budget	Dollar Change	Percent Change
		General Funds	Restricted			
<b>LIMA CAMPUS</b>						
Instructional Subsidy	3,443	3,647		3,647	204	5.9%
Access Challenge	129	174		174	45	
Jobs Challenge	0	7		7	7	
Performance Challenge	7	46		46	39	
HEI Information System	2		2	2	0	
Capital Component	0		0	0	0	
Subtotal Appropriations	138	227	2	222	84	60.9%
State Grants & Contracts	60	0	100	100	40	66.7%
Total Lima Campus	3,641	3,874	102	3,969	328	9.0%
<b>MANSFIELD CAMPUS</b>						
Instructional Subsidy	3,348	3,576		3,576	228	6.8%
Access Challenge	127	171		171	44	
Jobs Challenge	0	1		1	1	
Performance Challenge	6	42		42	36	
HEI Information System	2		2	2	0	
Capital Component	86		86	86	0	
Subtotal Appropriations	221	214	88	301	80	36.2%
State Grants & Contracts	161		50	50	(111)	-68.9%
Total Mansfield Campus	3,730	3,790	138	3,927	197	5.3%
<b>MARION CAMPUS</b>						
Instructional Subsidy	3,511	3,505		3,505	(6)	-0.2%
Access Challenge	102	137		137	35	
Jobs Challenge	0	6		6	6	
Performance Challenge	6	39		39	33	
HEI Information System	2		2	2	0	
Capital Component	27		27	27	0	
Subtotal Appropriations	137	182	29	205	68	49.5%
State Grants & Contracts	27		27	27	0	0.0%
Total Marion Campus	3,675	3,687	56	3,737	62	1.7%

137

**SUMMARY OF STATE SUPPORT  
EXTENDED CAMPUSES  
(IN THOUSANDS)**

138

	1997-98 Total Budget	1998-99 General Funds	1998-99 Restricted	Total Budget	Dollar Change	Percent Change
<b>NEWARK CAMPUS</b>						
Instructional Subsidy	3,700	4,001		4,001	301	8.1%
Access Challenge	150	203		203	53	
Jobs Challenge	0	0				
Performance Challenge	7	55		56	49	
HEI Information System	2		2	2	0	
Capital Component	106		106	106	0	
Subtotal Appropriations	265	259	108	367	102	38.5%
State Grants & Contracts	20		25	25	5	25.0%
Total Newark Campus	3,985	4,260	133	4,393	408	10.2%
<b>AGRICULTURAL TECH INSTITUTE</b>						
Instructional Subsidy	4,330	4,425		4,425	95	2.2%
Access Challenge	61	81		81	20	
Success Challenge	0	9				
Jobs Challenge	0	7				
Performance Challenge	11	35		36	25	
HEI Information System	2		2	2	0	
Capital Component	78		78	78	0	
Subtotal Appropriations	152	133	80	197	45	29.6%
State Grants & Contracts	100		30	30	(70)	-70.0%
Total ATI	4,582	4,558	110	4,652	70	1.5%
<b>OARDC</b>						
Appropriations	30,651		32,868	32,868	2,207	7.2%
State Grants & Contracts	250		255	255	5	2.0%
Total OARDC	30,911	0	33,123	33,123	2,212	7.2%
<b>TOTAL EXTENDED CAMPUSES</b>						
Instructional Subsidies	18,332	19,154	0	19,154	822	4.5%
Appropriations	31,574	1,015	33,175	34,190	2,616	8.3%
State Grants & Contracts	618	0	467	487	(131)	-21.2%
Total Extended Campuses	50,524	20,169	33,662	53,831	3,307	6.5%

**STUDENT FEE INCOME  
COLUMBUS CAMPUS  
(IN THOUSANDS)**

**INSTRUCTIONAL FEES**

Resident Fees  
General Fees  
Non-Resident Surcharge

Subtotal Instructional Fees

**OTHER FEES**

Application Fees  
Acceptance Fees  
\* Computer Fees  
\* Study Abroad  
\* Flight Instruction  
\* Medical Instrument Fees  
Other

Subtotal Other Fees

**TOTAL STUDENT FEES INCOME**

	FY 1998 BUDGET	FY 1999 BUDGET	DOLLAR CHANGE	PERCENT CHANGE
INSTRUCTIONAL FEES				
Resident Fees	187,541	197,739	10,198	5.4%
General Fees	12,638	13,932	1,294	10.2%
Non-Resident Surcharge	64,431	65,839	1,408	2.2%
Subtotal Instructional Fees	264,610	277,510	12,900	4.9%
OTHER FEES				
Application Fees	1,350	1,350	0	0.0%
Acceptance Fees	600	670	70	11.7%
* Computer Fees	2,300	2,300	0	0.0%
* Study Abroad	1,650	1,750	100	6.1%
* Flight Instruction	675	675	0	0.0%
* Medical Instrument Fees	1,250	1,250	0	0.0%
Other	1,225	1,225	0	0.0%
Subtotal Other Fees	9,050	9,220	170	1.9%
TOTAL STUDENT FEES INCOME	273,660	286,730	13,070	4.8%

\* FY 1998 income was restated to include budget items not previously included in the Current Funds Budget.

139

**STUDENT FEE SCHEDULE  
FEES PER QUARTER  
COLUMBUS CAMPUS**

Undergraduate

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Tuition	Non-Resident Total
0	100	7	107	105	212
1	199	13	212	210	422
2	249	19	268	421	689
3	298	25	323	631	954
4	398	33	431	841	1,272
5	497	42	539	1,051	1,590
6	597	50	647	1,262	1,909
7	696	58	754	1,472	2,226
8	795	67	862	1,682	2,544
9	895	75	970	1,892	2,862
10	994	83	1,077	2,103	3,180
11	1,094	92	1,186	2,313	3,499
12+	1,193	100	1,293	2,523	3,816

140

Graduate

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Tuition	Non-Resident Total
0	107	7	114	145	259
1	214	13	227	290	517
2	343	20	363	580	943
3	515	30	545	870	1,415
4	686	40	726	1,160	1,886
5	858	50	908	1,450	2,358
6	1,029	60	1,089	1,740	2,829
7	1,201	70	1,271	2,030	3,301
8	1,372	80	1,452	2,320	3,772
9	1,544	90	1,634	2,610	4,244
10+	1,715	100	1,815	2,900	4,715

**1998-99 STUDENT FEE SCHEDULE  
FEES PER QUARTER  
COLUMBUS CAMPUS**

MBA

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Tuition	Non-Resident Total
0	117	7	124	145	269
1	233	13	246	290	536
2	373	20	393	580	973
3	560	30	590	870	1,460
4	746	40	786	1,160	1,946
5	933	50	983	1,450	2,433
6	1,120	60	1,180	1,740	2,920
7	1,306	70	1,376	2,030	3,406
8	1,493	80	1,573	2,320	3,893
9	1,679	90	1,769	2,610	4,379
10+	1,866	100	1,966	2,900	4,866

141

Pharmacy

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Tuition	Non-Resident Total
0	128	7	135	193	328
1	255	13	268	386	654
2	409	20	429	617	1,046
3	613	30	643	926	1,569
4	817	40	857	1,234	2,091
5	1,022	50	1,072	1,543	2,615
6	1,226	60	1,286	1,852	3,138
7	1,430	70	1,500	2,160	3,660
8	1,634	80	1,714	2,469	4,183
9	1,839	90	1,929	2,777	4,706
10+	2,043	100	2,143	3,086	5,229



# FEES PER QUARTER COLUMBUS CAMPUS

## Medicine Fees

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Tuition	Non-Resident Total
0	236	7	243	417	660
1	472	13	485	834	1,319
2	756	20	776	1,334	2,110
3	1,134	30	1,164	2,001	3,165
4	1,512	40	1,552	2,668	4,220
5	1,890	50	1,940	3,336	5,276
6	2,267	60	2,327	4,003	6,330
7	2,645	70	2,715	4,670	7,385
8	3,023	80	3,103	5,337	8,440
9	3,401	90	3,491	6,004	9,495
10+	3,779	100	3,879	6,671	10,550

## Dentistry Fees

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Tuition	Non-Resident Total
0	198	7	205	373	578
1	396	13	409	745	1,154
2	634	20	654	1,191	1,845
3	951	30	981	1,787	2,768
4	1,268	40	1,308	2,383	3,691
5	1,586	50	1,636	2,979	4,615
6	1,903	60	1,963	3,574	5,537
7	2,220	70	2,290	4,170	6,460
8	2,537	80	2,617	4,766	7,383
9	2,854	90	2,944	5,361	8,305
10+	3,171	100	3,271	5,957	9,228

## 1998-99 STUDENT FEE SCHEDULE FEES PER QUARTER COLUMBUS CAMPUS

### Optometry Fees

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Tuition	Non-Resident Total
0	181	7	188	373	561
1	361	13	374	745	1,119
2	577	20	597	1,191	1,788
3	866	30	896	1,787	2,683
4	1,154	40	1,194	2,383	3,577
5	1,443	50	1,493	2,979	4,472
6	1,731	60	1,791	3,574	5,365
7	2,020	70	2,090	4,170	6,260
8	2,308	80	2,388	4,766	7,154
9	2,597	90	2,687	5,361	8,048
10+	2,885	100	2,985	5,957	8,942

### Vet Medicine Fees

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Tuition	Non-Resident Total
0	188	7	195	385	580
1	375	13	388	770	1,158
2	600	20	620	1,231	1,851
3	901	30	931	1,847	2,778
4	1,201	40	1,241	2,462	3,703
5	1,501	50	1,551	3,078	4,629
6	1,801	60	1,861	3,694	5,555
7	2,101	70	2,171	4,309	6,480
8	2,402	80	2,482	4,925	7,407
9	2,702	90	2,792	5,540	8,332
10+	3,002	100	3,102	6,156	9,258

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Tuition	Non-Resident Total
0	231	10	241	294	535
1	462	19	481	587	1,068
2	739	30	769	939	1,708
3	1,109	45	1,154	1,409	2,563
4	1,478	60	1,538	1,879	3,417
5	1,848	75	1,923	2,349	4,272
6	2,218	90	2,308	2,818	5,126
7	2,587	105	2,692	3,288	5,980
8	2,957	120	3,077	3,758	6,835
9	3,326	135	3,461	4,227	7,688
10+	3,696	150	3,846	4,697	8,543

144

**1998-99 STUDENT FEE SCHEDULE**  
**FEES PER QUARTER**  
**LIMA, MANSFIELD, MARION AND NEWARK CAMPUSES**

Undergraduate

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Tuition	Non-Resident Total
0	100	4	104	105	209
1	199	7	206	210	416
2	249	10	259	421	680
3	298	14	312	631	943
4	398	18	416	841	1,257
5	497	23	520	1,051	1,571
6	597	27	624	1,262	1,886
7	696	32	728	1,472	2,200
8	795	36	831	1,682	2,513
9	895	41	936	1,892	2,828
10	994	45	1,039	2,103	3,142
11	1,094	50	1,144	2,313	3,457
12+	1,193	54	1,247	2,523	3,770
Less	(71)	0	(71)		(71)
Net	1,122	54	1,176	2,523	3,699

145

Graduate

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Tuition	Non-Resident Total
0	107	4	111	145	256
1	214	7	221	290	511
2	343	11	354	580	934
3	515	16	531	870	1,401
4	686	22	708	1,160	1,868
5	858	27	885	1,450	2,335
6	1,029	32	1,061	1,740	2,801
7	1,201	38	1,239	2,030	3,269
8	1,372	43	1,415	2,320	3,735
9	1,544	49	1,593	2,610	4,203
10+	1,715	54	1,769	2,900	4,669

\* Fees are reduced as a result of Access Challenge (\$55) and Service Expectation 8 (\$16) State assessments. These adjustments are prorated on a per hour basis and apply only to Undergraduate Instructional fees.

**1998-99 STUDENT FEE SCHEDULE  
FEES PER QUARTER  
AGRICULTURAL TECHNICAL INSTITUTE**

Undergraduate

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Tuition	Non-Resident Total
0	100	4	104	105	209
1	199	7	206	210	416
2	249	10	259	421	680
3	298	14	312	631	943
4	398	18	416	841	1,257
5	497	23	520	1,051	1,571
6	597	27	624	1,262	1,886
7	696	32	728	1,472	2,200
8	795	36	831	1,682	2,513
9	895	41	936	1,892	2,828
10	994	45	1,039	2,103	3,142
11	1,094	50	1,144	2,313	3,457
12+	1,193	54	1,247	2,523	3,770
Less *	(51)	0	(51)		(51)
Net	1,142	54	1,196	2,523	3,719

146

Graduate

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Tuition	Non-Resident Total
0	107	4	111	145	256
1	214	7	221	290	511
2	343	11	354	580	934
3	515	16	531	870	1,401
4	686	22	708	1,160	1,868
5	858	27	885	1,450	2,335
6	1,029	32	1,061	1,740	2,801
7	1,201	38	1,239	2,030	3,269
8	1,372	43	1,415	2,320	3,735
9	1,544	49	1,593	2,610	4,203
10+	1,715	54	1,769	2,900	4,669

\* Fees are reduced as a result of Access Challenge (387) and Service Expectation 8 (D37) State assessments. These adjustments are prorated on a per hour basis and apply only to Undergraduate Instructional fees.

**ANNUAL FEE HISTORY  
COLUMBUS CAMPUS RESIDENT FEES**

Year	Under-graduate	Graduate	Law	Medicine	Dentistry	Optometry	Vet Med
1988-89	\$2,040	\$2,679	\$3,090	\$5,181	\$4,290	\$4,290	\$4,290
1989-90	2,190	3,075	3,552	5,976	4,899	4,899	4,899
1990-91	2,343	3,321	3,836	6,453	5,289	5,289	5,289
1991-92	2,568	3,639	4,204	7,074	5,799	5,799	5,799
1992-93	2,799	3,966	4,584	7,710	6,321	6,321	6,321
1993-94	2,940	4,266	4,932	8,310	6,810	6,810	6,810
1994-95	3,087	4,482	4,914	8,958	7,431	7,152	7,371
1995-96	3,273	4,707	5,864	9,408	8,013	7,512	7,740
1996-97	3,468	4,941	6,412	10,155	8,646	7,887	8,277
1997-98	3,660	5,187	7,022	10,968	9,165	8,517	8,691
1997-99	\$3,879	\$5,445	\$7,692	\$11,637	\$9,813	\$8,955	\$9,306
Average Increase	6.6%	7.4%	9.5%	8.4%	8.6%	7.6%	8.1%

147

# SUMMARY OF RESIDENT STUDENT FEES

## BIG TEN PUBLIC INSTITUTIONS

FOR FY 1997 AND FY 1998

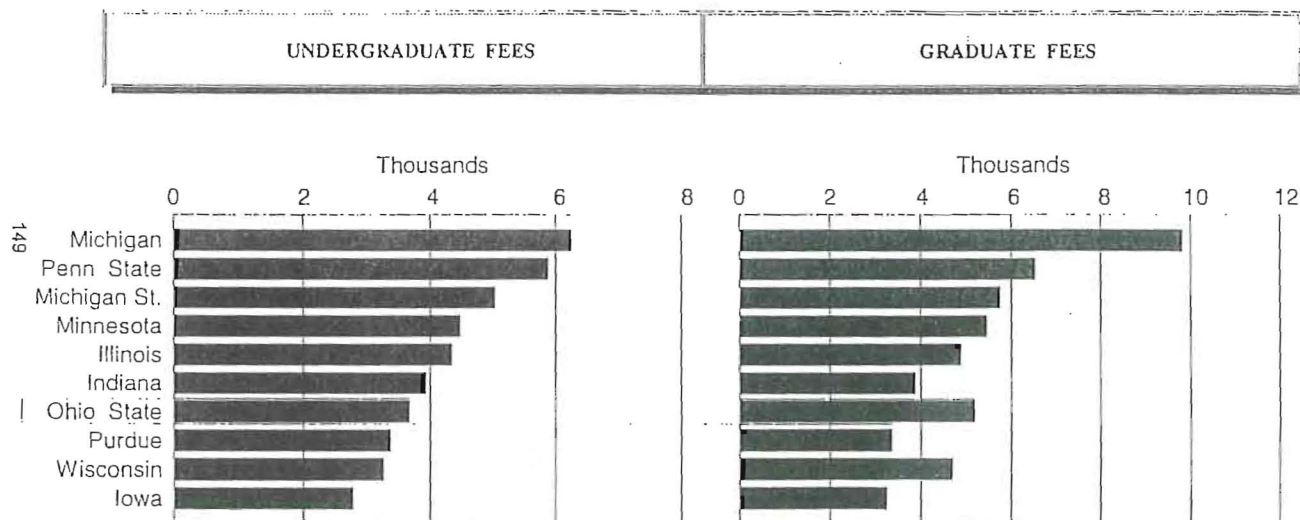
UNDERGRADUATE FEES					GRADUATE FEES			
	FY 1997 Fees	FY 1998 Fees	Percent Change	5 Year Avg % Change	FY 1997 Fees	FY 1998 Fees	Percent Change	5 Year Avg % Change
1 Michigan	6,074	6,253	2.9%	6.4%	9,500	9,816	3.3%	5.8%
2 Penn State	5,624	5,882	4.6%	5.0%	6,268	6,526	4.1%	4.8%
3 Michigan State	4,887	5,029	2.9%	4.5%	5,586	5,750	2.9%	4.8%
148 Minnesota	4,363	4,473	2.5%	6.4%	5,150	5,454	5.9%	7.7%
5 Illinois	4,153	4,340	4.5%	4.6%	4,593	4,878	6.2%	4.2%
6 Indiana	3,783	3,929	3.9%	6.5%	3,722	3,871	4.0%	6.6%
7 Ohio State	3,468	3,660	5.5%	5.5%	4,941	5,187	5.0%	5.5%
8 Purdue	3,208	3,352	4.5%	5.9%	3,208	3,352	4.5%	5.9%
9 Wisconsin	3,032	3,241	6.9%	6.7%	4,375	4,692	7.2%	7.7%
10 Iowa	2,646	2,760	4.3%	4.4%	3,110	3,242	4.2%	4.4%
Average	4,124	4,292	4.1%	5.6%	5,045	5,277	4.6%	5.7%

Source: Annual Missouri Study of AAU Data Exchange Members.

# SUMMARY OF RESIDENT STUDENT FEES

## BIG TEN PUBLIC INSTITUTIONS

FISCAL YEAR 1998



Source: Annual Missouri Study of AAU Data Exchange members.



**RESIDENT FEES**

Instructional & General  
Room & Board  
Text Books/Supplies

Subtotal

Health Insurance  
Parking & Bus Pass  
COTA Pass  
Football Tickets  
Basketball Tickets

Total

**UNDERGRADUATE FEES**

1997-98 Fees	1998-99 Fees	Dollar Change	Percent Change
3,660	3,879	219	6.0%
4,797	4,929	132	2.8%
662	695	33	5.0%
9,119	9,503	384	4.2%
573	561	(12)	-2.1%
83	99	16	19.3%
27	27	0	0.0%
70	75	5	7.1%
56	64	8	14.3%
9,928	10,329	401	4.0%

**GRADUATE FEES**

1997-98 Fees	1998-99 Fees	Dollar Change	Percent Change
5,187	5,445	258	5.0%
4,584	4,719	135	2.9%
662	695	33	5.0%
10,433	10,859	426	4.1%
573	561	(12)	-2.1%
83	99	16	19.3%
27	27	0	0.0%
70	75	5	7.1%
56	64	8	14.3%
11,242	11,685	443	3.9%

**NON-RESIDENT FEES**

Instructional & General  
Non-Resident Tuition  
Room & Board  
Text Books/Supplies

Subtotal

Health Insurance  
Parking & Bus Pass  
COTA Pass  
Football Tickets  
Basketball Tickets

Total

1997-98 Fees	1998-99 Fees	Dollar Change	Percent Change
3,660	3,879	219	6.0%
6,867	7,209	342	5.0%
4,797	4,929	132	2.8%
662	695	33	5.0%
15,986	16,712	726	4.5%
573	561	(12)	-2.1%
83	99	16	19.3%
27	27	0	0.0%
70	75	5	7.1%
56	64	8	14.3%
16,795	17,538	743	4.4%

- (1) Undergraduate - South 2/room, 10 meals. Graduate - single, 10 meals.  
(2) Estimated costs and inflationary increase per OSU Bookstore.  
(3) Student insurance is based on the single student rate.  
(4) Using main campus rate.  
(5) Five football and eight basketball games.

## DETAIL OF SELECTED RATES COLUMBUS CAMPUS FY 1999

**Student Fees**

Room & Board  
Undergraduate (South - 2/room, 10 meals)  
Graduate (Single - 10 meals)  
Family Apts. (2 Bedroom Per Mo.)  
Board Only (10 Meals Per Qtr.)

**Application Fees**

International (All Students)  
Domestic Undergraduate  
Domestic Graduate  
Law  
Other Professional Schools

**Acceptance Fees**

Undergraduate (All)  
Graduate (All)  
Professional

**Equipment Fees**

Optometry Equipment  
Dental School Instrumentation Kit  
Dental Hygiene Instrumentation Kit

**Computer Fees (Per Qtr.)**

Engineering (Undergraduate)  
Engineering (Graduate)  
Business (Undergraduate)  
Business (Graduate)  
Math & Phy. Sci.-CIS (Undergraduate)  
Math & Phy. Sci.-CIS (Graduate)

**Student Health Insurance (Per Qtr.)**

Student  
Student & Spouse  
Student, Spouse & Children  
Student & Children

**Law Students (Per Semester)**

Early Arriving Students (Per Mo.)

**Parking (Per Year)**

4-Wheel Vehicle (Main Camp)  
4-Wheel Vehicle (West Camp)

**COTA Bus Pass****Recreational Fees**

Football Tickets (Per Game)  
Basketball Tickets (Per Game)  
Golf Course (Yearly Membership)  
Golf Course (Green Fees)  
Larkens Locker Fee (Per Qtr.)

**Faculty And Staff Fees****Health Insurance (Per Month)****Traditional Plan**

Individual  
Family

**OSUHP Plan**

Individual  
Family

**Prime Care Plan**

Individual  
Family

**Buckeye Plan**

Individual  
Family

**Parking (Per Year)**

4-Wheel Vehicle A Decal  
4-Wheel Vehicle B Decal

**Recreation Fees**

Football Tickets (Per Game)  
Basketball Tickets (Per Game)  
Golf Course (Yearly Membership)  
Golf Course (Green Fees)

**Departmental Rates**

Basic Telephone Service (Per Mo.)  
University Hospitals (percent change)  
James Cancer Hospital (percent change)

\* Cost varies depending upon coverage for individual, spouse & children.

**SUMMARY OF AUXILIARY OPERATIONS**  
**FISCAL YEAR 1999**  
 IN THOUSANDS

**COLUMBUS CAMPUS**

Residence & Dining Halls  
 Intercollegiate Athletics  
 Student Unions  
 Bookstores  
 Transportation & Parking Sys  
 University Airport  
 Property Management

Subtotal Columbus

**LIMA CAMPUS**

Parking Facility

**MANSFIELD CAMPUS**

Parking Facility

**MARION CAMPUS**

Parking Facility

**NEWARK CAMPUS**

Parking Facility

**GRAND TOTAL**

Resources				Expenditures & Transfers				
Auxillary	General Funds	Restricted	Total Budget	Expende	Debt Service	Other Transfers	Total Budget	Net Income
52,275			52,275	42,622	5,102	4,473	52,197	78
52,950		5,850	58,800	49,603	8,237	960	58,800	0
3,237	1,263		4,500	3,995	98	378	4,471	29
19,733			19,733	19,081	222	232	19,535	198
13,413			13,413	8,154	2,977	2,282	13,413	0
3,600			3,600	3,235	250		3,485	115
4,265	30		4,295	2,445	648	910	4,003	292
149,473	1,293	5,850	155,616	129,135	17,534	9,235	155,904	712
2			2	2			2	0
0			0	0			0	0
1			1	2			2	(1)
44			44	43			43	1
149,520	1,293	5,850	155,663	129,182	17,534	9,235	155,951	712

**RESIDENCE & DINING HALLS**  
 (IN THOUSANDS)

**RESOURCES**

Food Service  
 Undergraduate Housing  
 Graduate Housing  
 Married Student Housing  
 Scholarship Housing  
 Fawcett Center  
 ATI Residence Hall  
 Other  
 Subtotal Resources

	FY 1998 BUDGET	FY 1999 BUDGET	DOLLAR CHANGE	PERCENT CHANGE
Food Service	12,810	14,307	1,497	11.7%
Undergraduate Housing	24,429	26,425	1,996	8.2%
Graduate Housing	2,380	2,408	28	1.2%
Married Student Housing	1,868	1,935	67	3.6%
Scholarship Housing	1,319	1,353	34	2.6%
Fawcett Center	3,282	3,632	350	10.7%
ATI Residence Hall	1,059	1,197	138	13.0%
Other	946	1,018	72	7.6%
Subtotal Resources	48,093	52,275	4,182	8.7%

**EXPENDITURES & TRANSFERS**

Personnel  
 Benefits  
 Supplies & Services  
 Equipment  
 University Overhead  
 Debt Service  
 Other Transfers  
 Subtotal Expenditures & Transfers

Personnel	15,715	16,070	355	2.3%
Benefits	3,765	4,011	246	6.5%
Supplies & Services	16,691	18,660	1,969	11.8%
Equipment	1,147	1,203	56	4.9%
University Overhead	2,514	2,678	164	6.5%
Debt Service	4,232	5,102	870	20.6%
Other Transfers	3,938	4,473	535	13.6%
Subtotal Expenditures & Transfers	48,002	52,197	4,195	8.7%

**NET INCOME**

91	78	(13)
----	----	------

# **INTERCOLLEGIATE ATHLETICS** (IN THOUSANDS)

## **RESOURCES**

Auxiliary  
Football  
Men's Basketball  
Other Sports  
Golf Course  
Schottenstein Center  
Other  
Subtotal Auxiliary

Restricted  
Fund Raising

Total Resources

FY 1998 BUDGET	FY 1999 BUDGET	DOLLAR CHANGE	PERCENT CHANGE
15,895	16,520	625	3.9%
5,625	7,175	1,550	27.6%
530	1,157	627	118.3%
2,540	2,917	377	14.8%
NA	16,747	16,747	NA
8,065	8,434	369	4.6%
32,655	52,950	20,295	62.1%
5,370	5,850	480	8.9%
38,025	58,800	20,775	54.6%
12,745	15,256	2,511	19.7%
2,646	3,279	633	23.9%
12,242	22,412	10,170	83.1%
530	832	402	75.8%
1,850	2,450	600	32.4%
1,582	7,661	5,979	355.5%
960	960	0	0.0%
32,655	52,950	20,295	62.1%
4,806	5,274	468	9.7%
564	576	12	2.1%
5,370	5,850	480	8.9%
38,025	58,800	20,775	54.6%
0	0	0	

## **EXPENDITURES & TRANSFERS**

Auxiliary  
Personnel  
Benefits  
Supplies & Services  
Equipment  
University Overhead  
Debt Service  
Other Transfers  
Subtotal Auxiliary

Restricted  
Athletics Grants-In-Aid  
Debt Service  
Subtotal Restricted

Total Expenditures & Transfers

## **NET INCOME**

# **UNIVERSITY HOSPITALS** (IN THOUSANDS)

## **RESOURCES**

Auxiliary  
Inpatient Revenue (Net)  
Outpatient Revenue (Net)  
Network Services  
Hospital Gift Shop  
Other  
Subtotal Auxiliary

Restricted  
State Appropriation  
Other  
Subtotal Restricted

Total Resources

(1)

(1)

(1)

FY 1998 BUDGET	FY 1999 BUDGET	DOLLAR CHANGE	PERCENT CHANGE
211,863	221,741	9,878	4.7%
67,471	71,859	4,388	6.5%
18,000	14,039	(3,961)	-22.0%
286	1,000	14	1.4%
18,992	26,528	7,536	39.7%
317,312	335,167	17,855	5.6%
9,675	9,588	(87)	-0.9%
133	0	(133)	-100.0%
9,808	9,588	(220)	-2.2%
327,120	344,755	17,635	5.4%
188,278	200,119	11,841	6.3%
9,314	10,251	937	10.1%
817	784	(33)	-4.0%
59,312	75,667	16,355	27.6%
19,369	15,725	(3,644)	-18.8%
2,766	2,586	(180)	-6.5%
25,132	29,152	4,020	16.0%
304,988	334,284	29,296	9.6%
9,808	9,588	(220)	-2.2%
314,796	343,872	29,076	9.2%
12,324	883	(11,441)	-92.8%

## **EXPENDITURES & TRANSFERS**

Auxiliary  
Patient Services  
Student Education  
Research  
Administration  
Plant, Operation & Maintenance  
Other  
Transfers To Plant (Net)  
Subtotal Auxiliary

Restricted

Total Expenditures & Transfers

## **NET INCOME**

(1) In FY 1998, Bad Debt Expense of \$11,592 is restated from Inpatient and Outpatient Revenue to Administration Expense to correspond with the current accounting practice in FY 1999.



**JAMES CANCER HOSPITAL RESEARCH INSTITUTE**  
(IN THOUSANDS)

	FY 1998 BUDGET	FY 1999 BUDGET	DOLLAR CHANGE	PERCENT CHANGE
<b>RESOURCES</b>				
Auxiliary				
Inpatient Revenue (Net)	83,731	80,319	(3,412)	-4.1%
Outpatient Revenue (Net)	23,071	28,357	5,286	22.9%
Other	445	1,296	851	191.2%
Subtotal Auxiliary	107,247	109,972	2,725	2.5%
Restricted				
State Appropriation	250	250	0	0.0%
Other	2,248	2,359	111	4.9%
Subtotal Restricted	2,498	2,609	111	4.4%
Total Resources	109,745	112,581	2,836	2.6%
<b>EXPENDITURES &amp; TRANSFERS</b>				
Auxiliary				
Patient Services	60,146	65,118	4,972	8.3%
Student Education	3,841	4,752	911	23.7%
Research	2,945	977	(1,968)	-66.8%
Administration	23,191	25,407	2,216	9.6%
Plant, Operation & Maintenance	4,413	4,885	472	10.7%
Other	1,128	909	(219)	-19.4%
Transfers To Plant (Net)	5,560	5,600	40	0.7%
Subtotal Auxiliary	101,224	107,648	6,424	6.3%
Restricted	2,498	2,609	111	4.4%
Total Expenditures & Transfers	103,722	110,257	6,535	6.3%
<b>NET INCOME</b>	<b>6,023</b>	<b>2,324</b>	<b>(3,699)</b>	<b>-61.4%</b>

**INSTRUCTIONAL SUBSIDY AND STUDENT FEES**  
**TEN YEAR TREND**  
**COLUMBUS CAMPUS**  
(IN THOUSANDS)

		State Subsidy (1)			Student Fees (2)		
		Subsidy	Dollar Change	Percent Change	Fees	Dollar Change	Percent Change
FY 1989	Actual	242,830	7,090	5.2%	142,990	12,920	10.8%
FY 1990	Actual	258,850	16,020	6.6%	158,930	15,940	11.1%
FY 1991	Actual	267,373	8,523	3.3%	178,012	19,082	12.0%
FY 1992	Actual	254,928	(12,445)	-4.7%	197,634	19,622	11.0%
FY 1993	Actual	243,452	(11,476)	-4.5%	208,346	10,712	5.4%
FY 1994	Actual	251,274	7,822	3.2%	216,202	7,856	3.8%
FY 1995	Actual	263,900	12,626	5.0%	225,821	9,619	4.4%
FY 1996	Actual	273,320	9,420	3.6%	235,866	10,045	4.4%
FY 1997	Actual	283,012	9,692	3.5%	252,864	16,998	7.2%
FY 1998	Budget	297,551	14,419	5.1%	264,610	10,711	4.2%
FY 1999	Budget	305,618	8,067	2.7%	277,510	12,900	4.9%
Ten Year Average Increase				2.3%	6.9%		

(1) State Subsidy includes Academic Challenge.

(2) Student Fees include Instructional, General and Non-Resident Fees.



## HEADCOUNT ENROLLMENTS AUTUMN QUARTER, 1988-1998

<u>Columbus Campus</u>							
Year	Undergrad	Graduate	Law	Dentistry	Medicine	Optometry	Veterinary Medicine
1988	40,538	10,401	635	447	907	234	507
1989	40,122	10,082	627	440	887	231	506
1990	41,161	10,251	632	426	883	232	509
1991	40,785	10,902	635	393	868	234	496
1992	38,958	10,604	650	373	858	239	501
1993	37,062	10,932	665	359	856	241	508
1994	36,165	10,735	654	354	850	242	518
1995	35,475	10,530	678	360	863	249	521
1996	35,485	10,193	683	371	848	249	523
1997	35,647	9,948	666	380	855	247	535
E 1998	36,183	9,579	659	381	843	245	536

<u>Summary By Campus</u>							
Year	Columbus	Lima	Mansfield	Marion	Newark	ATI	Grand Total
1988	53,669	1,276	1,277	1,137	1,503	685	59,547
1989	52,895	1,313	1,336	1,161	1,582	707	58,994
1990	54,094	1,357	1,309	1,100	1,567	738	60,165
1991	54,313	1,475	1,428	1,026	1,656	691	60,589
1992	52,183	1,410	1,465	1,066	1,732	729	58,585
1993	50,623	1,348	1,412	1,046	1,675	713	56,817
1994	49,542	1,232	1,504	1,209	1,560	740	55,787
1995	48,676	1,244	1,359	1,171	1,548	783	54,781
1996	48,352	1,281	1,343	1,312	1,611	827	54,726
1997	48,278	1,374	1,460	1,105	1,676	925	54,818
E 1998	48,426	1,409	1,437	1,125	1,725	962	55,084

E The estimate is the higher of the range between 48,261 and 48,426.

OSU Board of Trustees  
Report on Strategic Positioning  
July 10, 1998

- I. Context
- II. Update Strategic Focus and Indicators
- III. Implications
- IV. Appendix

Office of Academic Affairs  
Office of Finance  
7/8/98

## I. Context

### A. What are our strategic goals?

1. Benchmark Report - Completed 2/6/98
2. What do we mean by Top Ten - draft in process

### B. How Do We Get There?

1. Leadership Agenda
2. Student Recruitment Plan
3. Student Retention Plan
4. Research Commission Report
5. Faculty Development Report
6. CUE Report, G-CUE and I-CUE Reports
7. Library Task Force Report

### C. How will we pay for it?

1. Annual Financial Benchmark Reports
2. Annual Budget Process
3. Budget Restructuring - forthcoming, Fall 1998

### D. How will we know when we get there?

1. University-wide strategic indicators - in process
2. College-specific indicators - in process

## II. Strategic Focus

### The Ohio State University Strategic Analysis Project

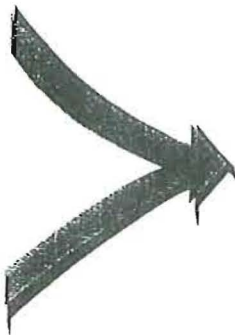
Target: What does it mean to be a  
TOP TEN PUBLIC UNIVERSITY?

#### GOALS:

Academic Quality  
Student Experience  
Fiscal Responsibility

#### Strategic Tasks

1. Increase the Value & Visibility of OSU in the state of Ohio, the nation & internationally.
2. Increase Revenue Generation from State & Non-State Sources
3. Sharpen Academic Focus to determine, "What do we mean by "TOP 10"?"
4. Redefine the "Access Mission" of OSU in the context of the "TOP 10" Goal



#### Categories of Performance Measures

Teaching Impact

Academic Impact

Service Impact

Financial Performance

## Sample Strategic Indicators

### *OSU's Strategic Position Relative to Benchmark Institutions: Teaching Impact*

<u>RANK</u> (Among Benchmarks)	<u>Student Profile</u>		<u>Student Outcomes</u>	
	Student Diversity	% of Students in top 10% of H.S. class	Retention rate (1 yr)	Graduation rate (6 yr)
162	1	Minnesota	UCLA	Michigan
	2	Washington	Michigan	Illinois
	3	Arizona	Penn State	UCLA
	4	Michigan	Illinois	Penn State
	5	Ohio State	Texas	Wisconsin
	6	UCLA	Wisconsin	Washington
	7	Wisconsin	Washington	Texas
	8	Illinois	Arizona	Ohio State
	9	Texas	Minnesota	Minnesota
	10	Penn State	Ohio State	Arizona

## Sample Strategic Indicators

### *OSU's Strategic Position Relative to Benchmark Institutions*

<u>RANK</u> (Among Benchmarks)	<u>Academic Impact</u>			<u>Financial Performance</u>
	Federal Research \$ Market Share	Citations per/Faculty	Patents and Licensing	Revenue per Student FTE
163	1	Washington	UCLA	Wisconsin
	2	Michigan	Washington	Illinois
	3	Wisconsin	Minnesota	Washington
	4	UCLA	Wisconsin	Michigan
	5	Penn State	Michigan	Minnesota
	6	Minnesota	Arizona	Penn State
	7	Arizona	Texas	Illinois
	8	Texas	Illinois	Ohio State
	9	Illinois	Penn State	Arizona
	10	Ohio State	Ohio State	Texas

## *What Will it Take to Move OSU UP in the Rankings?*

To Take the NEXT STEP UP: Goal to rank between 8 & 14 in national rankings

### Student Profile

### Student Outcomes

Student Diversity  
Index

% of Students in top  
10% of H.S. class

Retention  
rate (1 yr)

Graduation  
rate (6 yr)

Move from  
.76 to .82

Move from  
23% to 32%

Move from  
79% to 84%

Move from  
59% to 65.5%

*This Means:*

164  
→ 263

540

300

390

More Undergraduate  
Minority Students

More NFQF  
freshmen  
in the top 10%  
of their H.S. class

More NFQF  
freshmen  
retained after  
first year

Additional NFQFs  
who graduate  
within 6 yrs.

*Magnitude of Improvement:*

→ 7.8%

39.1%

6.3%

11.0%

## *What Will it Take to Move OSU UP in the Rankings?*

To Take the NEXT STEP UP: Goal to rank between 8 & 14 in national rankings

### Academic Impact

### Financial Performance

Federal Research \$  
Market Share

Citations  
per/Faculty

Patents and  
Licensing

Revenue per  
Student FTE

Move from  
0.9% to 1.1%

Move from  
3.4 to 4.3

Move from  
46 to 96.6

Increase of  
\$441.50 / student FTE

*This Means:*

165  
→ \$26,600,000

1870

50.6

\$19,294,874

Sustained  
increase in  
federal  
research \$

Additional citations  
each year in quality  
journals

Additional patents &  
royalty generating  
licenses each year

In new revenue  
generation  
each year

*Magnitude of Improvement:*

→ 22.2%

26.4%

110%

2%

## Implications of OSU's Strategic Position: Example

Should OSU "Access" Focus be on traditional students or on other learning populations?

- Potential alternatives to entering resident NQF include Part-Time Students, Non-Resident Students, Non-Traditional Students, and International Students.

Percent of Student Population

<u>Types of Students</u>	Low	High
<i>Part Time Students</i>	IL (2.1%)	OSU (14%)
<i>Non-Traditional Students</i>	MI (1%)	OSU (15%)
<i>International Students</i>	PSU (1%)	OSU (4%)
<i>Non-Resident Students</i>	UCLA (3%)	MI (32%)
		WA (21%)
		MN (52%)

166

## III. Implications

- A. Over the past year, the following tasks have been accomplished:
1. A group of benchmark institutions has been identified for comparison purposes.
  2. A dialogue has been initiated with the colleges regarding college specific benchmark institutions and strategic indicators.
  3. It appears a campus-wide consensus is emerging regarding these two issues.
    - a) The University can and should aspire to be one of the country's top ten public insittutions.
    - b) Although resources alone will not achieve this goal, more resources will be needed from a variety of sources.
  4. A Leadership Agenda was established to link strategic goals and operational activity
- B. Over the next year, the following need to be accomplished:
1. University needs to more clearly articulate a strategic focus, particularly as it applies to:
    - a) What we mean by top ten.
    - b) The appropriate role played by access in this strategy.
  2. As specific goals for the University are defined, strategic indicators for the University and individual colleges need to be refined and integrated.
  3. The Leadership Agenda needs to clearly link efforts such as the Research Commission and Budget Restructuring into the strategic focus.

167

## Student Diversity Index

1	Minnesota	1.76
2	Washington	0.93
3	1st Step Arizona	0.83
4	Michigan	0.81
5	OSU	0.76
6	UCLA	0.69
7	Wisconsin	0.58
8	Illinois	0.53
9	Texas	0.51
10	Penn State	0.45
Mean		0.78
Std. Dev.		0.38

## Top 10% of HHS Rank

1	UCLA	0.97
2	Michigan	0.61
3	Penn State	0.54
4	Illinois	0.51
5	Texas	0.44
6	Wisconsin	0.43
7	1st Step Washington	0.37
8	Arizona	0.32
9	Minnesota	0.28
10	OSU	0.23
Mean		0.47%
Std. Dev.		0.21%

## 1st Year Retention Rate

1	Michigan	94%
2	UCLA	94%
3	Penn State	93%
4	Wisconsin	91%
5	Illinois	91%
6	Washington	91%
7	1st Step Texas	87%
8	Minnesota	81%
9	Ohio State	79%
10	Arizona	76%
Mean		88%
Std. Dev.		7%

168

Student Diversity Index: The ratio of the % of African-American & Hispanic minority students on campus to the % of African-American & Hispanic population in each state. Source: US News & World Report 1997 (1996 data)

High School Rank: US News & World Report, 1997 (1996 data)

1st Year Retention Rates: US News & World Reports, 1997 (1996 data)

6th Year Graduation Rates: US News & World Reports, 1997 (1996 data)

Research Market Share: Research Expenditure as a percent of the Total for 1994-96; 0.1% is equivalent to \$13.3 million per year; Source: NSF CASPAR database

Citations per Faculty: The number of times articles written in 1995 were cited from the time of publication through 1996. Source: Institute for Scientific Information

Full Time Faculty: Source IPEDS 1996

Licenses and Patents: Chronicle of Higher Education 1997

Current Funds Revenue per Student FTE: U.S. Department of Education, IPEDS, 1996

## Support Data for Benchmarking Presentation

## 6th Year Graduation Rate

1	Michigan	85%
2	Illinois	79%
3	UCLA	78%
4	Penn State	78%
5	Wisconsin	72%
6	1st Step Washington	68%
7	Texas-Austin	63%
8	Ohio State	59%
9	Minnesota	51%
10	Arizona	50%
Mean		68%
Std. Dev.		12%

## Federal Research \$ Market Share

1	Washington	2.2%
2	Michigan	2.1%
3	Wisconsin	1.7%
4	UCLA	1.6%
5	Penn State	1.4%
6	Minnesota	1.4%
7	Arizona	1.2%
8	1st Step Texas-Austin	1.1%
9	Illinois	1.1%
10	Ohio State	0.9%
Mean		1.47%
Std. Dev.		0.43%

## Citations per Faculty

1	UCLA	12.0
2	Washington	10.0
3	Minnesota	8.7
4	Wisconsin	8.5
5	Michigan	8.4
6	1st Step Arizona	5.4
7	Texas	4.3
8	Illinois	4.0
9	Penn State	3.7
10	Ohio State	3.4
Mean		6.84
Std. Dev.		3.05

169

# Support Data for Benchmarking Presentation

## Licenses & Patents\*

1	Wisconsin	164
2	Illinois	129
3	Washington	121
4 1st Step	Michigan	105
5	Minnesota	100
6	Penn State	85
7	Texas	47
8	OSU	46
9	Arizona	35
Mean		92.44
Std. Dev.		43.39

## Revenue/ Student FTE

1	Michigan	\$37,118
2	UCLA	\$36,505
3	Washington	\$34,110
4	Minnesota	\$31,931
5	Wisconsin	\$29,955
6 1st Step	Arizona	\$22,404
7	Illinois	\$22,385
8	Ohio State	\$21,953
9	Penn State	\$21,461
10	Texas-Austin	\$19,270
Mean		27,709.20
Std. Dev.		6,909.05

\* UCLA is not reported. UCLA is included with the entire U of California System data and cannot be distinguished.